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**Research in hospitality management and accounting:  
Analysis of literature and future challenges**

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## Resumo

Este estudo identifica os resultados na investigação científica na actual gestão e procedimentos contabilísticos na indústria hoteleira publicados nos mais prestigiados jornais de hospitalidade e encaminha para estudos futuros. Abordamos as seguintes áreas: (i) gestão empresarial, (ii) finanças e contabilidade, (iii) gestão recursos humanos, (iv) responsabilidade social e (v) interdisciplinar na indústria do sector hoteleiro, analisando os estudos empíricos já realizados e identificando o método de pesquisa, categoria de hotéis e amostra. Este trabalho baseia-se numa base de dados de jornais científicos *SCImago Journal and Country Rank* para a análise de 69 artigos científicos publicados entre 2005 e 2015 concluindo que há uma falta de pesquisa na área de contabilidade financeira; a pesquisa adicional é necessária para as pequenas empresas e é importante o uso de estudos comparativos que são capazes de apurar as características na indústria hoteleira. Adicionalmente, a maioria dos resultados obtidos analisados vêm de países europeus e os métodos estatísticos são usados extensivamente em todas as áreas analisadas. Por fim, algumas lacunas foram identificadas na literatura e indicamos prioridades para estudos futuros. Este estudo oferece uma compreensão fundamental da trajetória da investigação de gestão e contabilísticos na indústria hoteleira. Os resultados do estudo são de elevada importância para os recentes investigadores e para os que iniciam nesta área de pesquisa.

**Palavras-chave:** Indústria Hoteleira; Contabilidade; Gestão; Métodos de pesquisa.

## **Abstract**

This study characterizes the results of scientific research on current management and accounting matters in the hotel industry published in the most prestigious scientific hospitality journals and identifies ways for future research. We have addressed the following topic areas: (i) business management, (ii) finance and accounting, (iii) human management, (iv) social responsibility and (v) interdisciplinary research in the hotel sector of industry by analyzing the headings of empirical studies and identifying the research method, category of hotels and data. Based on an analysis of a set of 69 articles published in the journals that make up the SCImago Journal and Country Rank, published between 2005 and 2015, it is concluded that there is a lack of research in the financial accounting group; additional research is required for the small hotel category, and it is important to use comparative studies that are better able to capture the characteristics of the hospitality industry. Additionally, most of the empirical studies analyzed come from European countries and statistical methods are extensively used in all topic areas. Finally, some gaps are identified in the literature and future research priorities were indicated. The study provides a fundamental understanding of where the hospitality management and accounting research was headed. The results of the study may be of valuable importance for current researchers and those entering this area of research.

**Key words:** Hospitality industry; Accounting; Management; Research methods.

## **List of Abbreviations**

|       |   |
|-------|---|
| CSF   | Critical Success Factor                                       |
| CSR   | Corporate Social Responsibility                               |
| DEA   | Data Envelopment Analysis                                     |
| DL    | Decree-Law  |
| EMP   | Environmental Management Practices                            |
| FDI   | Foreign Direct Investment                                     |
| GDP   | Gross Domestic Product  |
| HFA   | Hospitality Finance/Accounting                                |
| HRM   | Human Resource Management                                     |
| KLM   | Koninklijke Luchtvaart Maatschappij                           |
| MDEA  | Multi-Component Data Envelopment Analysis                     |
| OCDE  | Organization for Economic Co-operation and Development        |
| OLS   | Ordinary Least Squares  |
| SJR   | Scimago Journal and Country Rank                              |
| SME   | Small and Medium Hotels                                       |
| SOH   | State Owned Hotel   |
| SSC   | Structural Social Capital                                     |
| TOC   | Theory of Constrains  |
| TQM   | Total Quality Management                                      |
| UNRIC | United Nations Regional Information Centre for Western Europe |
| UNWTO | World Tourism Organization                                    |
| VCA   | Variance Components Analysis                                  |
| WTTC  | World Travel & Tourism Council                                |

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## **1. Introduction**

The hospitality industry and the hotel sector in particular, became one of the most important and fastest growing sectors of the world economy in the second half of the 20<sup>th</sup> century. Nowadays, the hospitality industry worldwide has an economic, social, cultural and environmental influence on the market, and also on customer behavior and the economic development of regions (COM, 2010). Tourism as a sector that contributes to generate employment and wealth, with a high importance for the Economy, according to World Travel & Tourism Council (WTTC) represents 2.9% of Gross Domestic Product (GDP) worldwide, represents 3,1% of GDP in Europe in 2013 (Silva, 2014). The rapid growth of the hospitality industry has attracted researchers' attention and, consequently, the number of articles published in recent decades on worldwide tourism and hospitality has increased (McKercher & Tung, 2015).

Researchers have reviewed the literature in an attempt to address the contribution that management, finance and accounting have made to the tourism business environment (Hesford & Potter, 2010; Jang & Park, 2011; Park & Jang, 2014; Tsai, Pan, & Lee, 2011). However, a systematic investigation of articles published on tourism and hospitality journals is required to provide an overview of the current literature. In light of the worldwide importance and growth of the hospitality industry, a review of the recent developments in hospitality management and accounting studies provides valuable data that can help predict future trends and challenges (Singh, 2015).

The purpose of this study is to investigate hotels management and accounting research work published during the past one decade (2005-2015) in hospitality journals that make up the SCImago Journal and Country Rank indicator. This studies provides a picture of current research streams and information regarding the direction of hotels management and accounting studies a whole for their future trends and challenges. More specifically, the objectives of this study were: (i) to investigate the citation status of hotels' management and accounting papers; (ii) to categorize head of subjects that have been stated in hotel management and accounting studies; and (iii) to identify the research method, data, type of hotels and country of domicile's of studies.

The published articles were examined and categorized into five groups: (i) management, (ii) finance and accounting, (iii) human management, (iv) social responsibility, and (v)

interdisciplinary. For each group, the research method, data origins, country, hotel category and main findings were identified. Our findings revealed a lack of research in the social responsibility and financial accounting group; additional research is required for the small hotel category, and it is important to use comparative studies that are better able to capture the characteristics of the hospitality industry. Additionally, most of the empirical studies analyzed, come from European countries and statistical methods that are extensively used in all topic areas.

This study contributes to the literature according to an analysis of articles addressing to studies on management and accounting in hotels published to date by hospitality journals in the SCImago Journal and Country Rank index. It aims to motivate and facilitate future research into management and accounting in the hotel industry. Hence, it also offers a good understanding of previous hospitality management and accounting research and suggestions for future research.

This study has the following structure: after Introduction, in Chapter 2, the study offers a theoretical framework of the tourism industry; in Chapter 3 it is presented the methodology of the study; in Chapter 4 the results, and finally, in Chapter 5 the conclusion and suggestions for future hotels management and accounting research.

## **2. Theoretical Framework**

### **2.1. International hospitality industry**

According to the United Nations Regional Information Centre for Western Europe the world faces the worst recession since the 1930 decade. The decrease in trade, financing conditions more severe around the world and reduction of remittances are seriously attaining the developing countries. Children, women, poor workers, migrants and disadvantaged people are the most vulnerable. There is a higher risk of acceleration of environmental degradation and social tensions are increasing (Information Department, 2008).

It is important for our study to highlight the relevance of tourism to the GDP. Portuguese tourism industry is one of the most important at the national level, representing 5% of GDP in 2001. This importance is recognized by the political system, which represents the industry usually by a secretary of state of tourism and nowadays by a minister of tourism. Based in cruiser tourism, Lisbon has emerged in recent years as the most important touristic region, overcoming Algarve (Barros, 2005a).

Another research states that the tourist sector is responsible for 6% of GDP, employs 8.2% of the population and continues to create jobs. Last year Portugal received about sixteen million of tourists that spent 10.4 thousand million Euros, 29 million Euros for day in one year. The Portuguese minister of tourism came to indicate the year of 2014 as “the best tourism year ever” (Pinto, 2015).

According to Marques (2006), the term “tourism” came from the English word tour, meaning “travel” or “digression”, in order to visit certain places. The author associates tourism to various types namely, business or work, leisure (holidays), religious (pilgrimage) and cultural. The official definition of tourism was adopted by The Organization for Economic Co-operation and Development (OECD):

“Tourism, it is all human travelling and temporary, by causes beyond the profit; it’s also a set of goods, services and organizations, which in every nation makes possible those travelling and consequential relationships between travelers and natures of the host country.” (OECD, 2001)

Tourism is defined as the activity of people who travel to and stay in places outside their usual environmental of residence for less than a year running, for leisure, business or other (United Nation, 2008). Giving to this definition it is worth noting that tourism integrates various reasons such as leisure or vacation, but also as visiting relatives and friends, professional reasons, health or religion, among others. At international level, of the 900 million international tourist arrivals caused each year, only about 50% has, as business motivation, leisure and vacation, while about 16% travel for professional reasons and 27% for health reasons or religion. The 6% of this analysis is not specified (UNWTO, 2008).

According to previous literature the beginning of the hospitality business starts to offer accommodation by individuals in their own home. Business started with the Romans and Greeks, people highly dedicated to trade, which had a highly developed hosting business (Marques, 2006).

Great development of railways had a pronounced effect on the habits of travel and resulted in an expansion of the hosting industry. The small hotel and inn have given a way to new hotels. As the trains were dominating the field of travel, created the kind of hotel that would come to be called “hotel terminus” for it is in a long-haul terminal.

In the early twentieth century began to appear facilities with the real hotel industry bases, these hotels have begun to worry about innovations that meet the guests desires and necessities.

In the United States of America, the first hotel was inaugurated in 1794, in Broadway, in New York, with 70 rooms. In 1829 opened in Boston the first American hotel of the modern era, The Tremont House with 170 rooms which marked the hotel industry during that period. As a result of this development, major hotel chains have begun to consider the hotel industry a promising market and to direct their investments to this type of business. Appeared the Hilton, the Sheraton, the Statler, among others.

From 1930 it can be seen by the world statistics that the hotel industry remained on rising, interrupted only by World War II. This rising was resumed at the end of the conflict, with the appearance of commercial aviation as passenger carrier. With the development of air transportation, airline companies unloaded at airports more tourists than existing hotels. The

major airline companies decided to enter at the hotel business, on their own and support companies already existing, for their expansion. Air France helped to create the Méri dien; Koninklijke Luchtvaart Maatschappij (KLM), Swiss Air and Lufthansa created the Penta Hotels and in the United States of America, Panam attached itself to the Hilton.

The twentieth century opened the door to the practice of a large-scale tourism, thanks to the changes provided by the industrial revolution (Lima, 2010). The first initiatives for the development of national tourism organizations began only in the twentieth century although already there were some privates. The first official body of tourism was created in Austria in 1909, followed by French National Office of Tourism in 1910, countries where tourism has already assumed a very important economic dimension (Cunha, 2010). The future outlook of world tourism, including its contribution to economic and social development, is increasingly important. There is a significant volume of demand stimulated by the increase in disposable income, the motivations for travelling, the exponential growth of emerging markets accompanied by continued growth in traditional market, demographic, social and technological changes, the diversification of destinations and the growing liberalization of the sector (Carvão, 2009).

Modernization and the permanent transformation of the hotel industry required regulations and assigning categories, which is conditioned by its equipment and services (Marques, 2006). In countries with a large tourism potential, like France, United States of America, Spain, it has been used the international classification, designed by stars. Hospitality enterprises can be classified as:

- Hotel establishments (hotels, apart-hotels, guesthouses);
- Touristic settlement;
- Touristic apartments;
- Touristic complexes (resorts);
- Touristic habitation enterprises;
- Touristic rural areas enterprises;
- Campsites and caravanning.

The stars – from one to five, possibly supplemented with superior or luxury – is the most used benchmark at European and global level, with the notable exception of the United States where it is used diamonds, also on a scale from one to five. Recently France introduced the Palace category (5 stars) and the top category in Spain and Italy is luxury hotels (Torres, 2015).

Previous literature has not a conceptual definition. Domingues (1982) identify a hotel as an establishment that gathers, as the main services, accommodation and food, along with additional services, such as, bars, shops, swimming pools, hairdressing salons and gardens. Conventional hotels must follow, as the laws of each country, certain specifications with regard to their characteristics, services areas, housing and public, which determines its official classification, depending on quality construction, decoration, comfort and service standards.

Mata (2000) has another view about the definition of a hotel, namely as an establishment where people can stay in a room to sleep or to eat and drink in restaurants and bars, as well as other services providing to residents and non-residents.

It should be noted another statement by Marques (2006) that stands out in the following: a hotel is a commercial establishment providing lodging, feeding, distraction, entertainment and other guest services. In a hotel, the major concern of those responsible should be to keep the level and quality of services provided. A hotel, as well as all commercial and industrial enterprises is structured according to their profitability.

For this study we propose our definition of which is the one we consider the most complete, and that from now on, just consider this definition, hotel is a commercial establishment in order to provide temporary accommodation by means of remuneration. It also provides other services such as feeding and entertainment. It is generally rated from one to five stars, according to the luxury or the service.

## **2.2. Hospitality industry in Portugal**

In the last decade, the national hotel sector recorded a remarkable growth and was a major driver of economic recovery for the country. Portugal now has 1729 hospitality enterprises, nearly double the recorded in 2005, representing more than 130000 housing units.

In Portugal by climatic and geographical reasons, tourism represents a huge importance on the economy and the development at the level of legislation and organizations related to tourism. The Algarve region continues to concentrate the largest number of hospitality enterprises in the country (25%) and also of accommodation units (33%), where the average occupancy rate in 2014 was 60, 9% and the average price per room is set at 50.85 Euros. Followed by the North Region, which comprises 21% of hospitality enterprises, the Central Region (20%) and Lisbon (15%), which in terms of accommodation units is the second most representative region (26.183units). Lisbon is also the country's region with the highest employment rate (67. 8%) and the average price per room higher fixed at 70.60 Euros (Jerónimo & Matos, 2015).

According to Portuguese legislation (Decree-Law 327/2008 n<sup>a</sup>39) which approved the new juridical regime of touristic enterprises, it has changed profoundly the legal framework that governed the installation process, exploration and function of those enterprises. The legislative amendment achieved, focused on the various stages on the installation process of touristic enterprises and had been particularly innovative as regards the classification process. This system is now more flexible and fails to meet especially the facilities physical requirements but also reflects the quality of services. Thus, the article 35° refer that hotel establishments, touristic settlements and touristic apartments are classified in categories from 1 (minimum) to 5 stars (maximum), attending to quality of services and facilities.

Therefore, in Portugal, it's approved the classification system of the following types of touristic enterprises:

- Hotel establishments;
- Touristic settlement;
- Touristic apartments.

These three touristic enterprises are classified in categories from one to five stars and depending on the fulfillment of the rate requirements.

In the rating system minimum mandatory requirements are set for each category and optional requirements. For each optional requirement it is set a certain number of points. Assigning a category request that the mandatory requirements, as well as obtaining the score optional requirements, set for it.

A room of a hotel is booked weeks or months before the stay, hundreds or even thousands kilometers away, so, it is a product that it is not tested by the consumer at the time of purchase, your experience will only occur upon arrival at the destination (Torres, 2015).

### **2.3.Theoretical Studies in the Tourism Scope**

Prior literature reviews summarize the hospitality financial area and provide valuable information about past and current research streams, as well as the direction of hospitality research (Baloglu & Assante, 1999; Crawford-Welch & McCleary, 1992; Hesford & Potter, 2010; Jang & Park, 2011; Park & Jang, 2014; Tsai et al., 2011). Recent reviews of hospitality research provided an overview on the trends in topics and details of subjects, samples, and methodologies. For example, Hesford and Potter (2010) analysed articles in the accounting area from 1985 to 2006 and presented theoretical and practical perspectives in the tourism industry. They contributed to an understanding of most accounting topics, including accounting practice, cost management and management control. Additionally, this study detailed the accounting topics addressed such as, Uniform System of Accounts for the Lodging Industry, accounting for ongoing capital expenditures, budgeting, control with outsourcing and leasing, and other accounting issues. However, their study is limited to the articles published in the Cornell Hospitality Quarterly in the area of managerial accounting research.

Two studies (Jang & Park, 2011a; Tsai et al., 2011) made an extensive review of hospitality finance and accounting research over the past two decades and highlighted topic areas, issues, methodologies and citations. The study by Tsai et al. (2011) provided more detailed information on research in hospitality financial management. They examined 98 hospitality papers from 1998 to 2009 in 13 hospitality journals in the ABI/INFORM database via ProQuest. They divided hospitality financial management papers into four categories: financing, investing, dividend policy, financial condition and for last the performance.



Through content analysis, Tsai et al. (2011) found that most research has emphasized hospitality financing due to the capital-intensive nature of the industry and the samples in most studies were from the US market. The authors noted that there is little evidence of new theory development in the hospitality industry.

In the same line, the study of Jang and Park (2011) investigated 113 hospitality finance research articles published from 1990 to 2009 in 4 hospitality journals and included the following topics of finance research: capital structure, capital budgeting, corporate governance, financial behavior, investments, risk management, valuation and other topics related to the classic financial viewpoint. It provided a broad picture of qualitative and quantitative hospitality finance research and information on the citation status of papers. The authors found that hospitality finance papers have been limited to few topics and mainly examined US hotel firms. Additionally, they showed that most studies, in the recent decades, used quantitative analyses and few research topics were addressed.

Recent literature published by Park and Jang (2014) extended the time period covered to 2013 and for the 6 accounting journals. They identified the main streams of finance research and accounting research. Park and Jang (2014) focused on managerial accounting and highlighted the following topics: management control, cost accounting, cost management and cost drivers. This study emphasized the proposal to conduct interdisciplinary finance and managerial accounting research, such as behavioral finance, marketing-finance interface, human resource management and accounting, and the expanding horizon for hospitality finance and accounting research.

Researchers have reviewed the literature and contributed to the management and accounting literature in the tourism business environment. In light of the worldwide importance and growth of hospitality industry, a review of the recent literature provides valuable information that can help predict future trends and challenges.

### 3. Methodology

The purpose of this study is to contribute to the reflection on papers published in the hospitality management and accounting area from 2005 to 2015 in the hotel sector of tourism industry. The aims are: (i) to investigate the citation status of hotels management and accounting papers; (ii) to categories the head of subjects have been researched in hotel management and accounting studies; (iii) to identify the research method, data, type of hotels and country of domicile of studies.

Our sample is taken from the journals in the SCImago Journal and Country Rank (SJCR) indicator, a publicly available portal with the journals and country scientific indicators developed from the information contained in the Scopus database developed by Elsevier. SCImago Journal and Country Rank is a portal that includes the journals and country scientific indicators developed from the information contained in the database by Elsevier.

The SJCR includes article citations in about 21500 top scientific journals from more than 5000 international publishers (SCImago, 2007). Elsevier produces the SJCR indicator that shows the visibility of the journals contained in the Scopus database since 1996. The indicator expresses the average number of weighted citations received in the selected year by the documents published in the journal in the three previous years. It also provides information about the H index, which is the number of articles that have received the fewest citations over the whole period.

The subject area considered in the selected journals was “Business Management and Accounting”; we analyzed the subject category of “Tourism, Leisure and Hospitality Management”, in all regions/countries in 2015 in the SJCR portal. We found 35 journals that regard to SJR quartile 1 and quartile 2. From the analyse of these 35 journals we established that 21 didn’t publish any article refering to any of the three types mentioned above, in the hotel sector, during the analysed period.

These journals are:

1. *Applied Geography*;
2. *Leisure Sciences*;
3. *Journal of Service Management*;

4. *Leisure Studies*;
5. *Cities*;
6. *Journal of Leisure Research*;
7. *Tourist Studies*;
8. *Sport Management Review*;
9. *Tourism Geographies*;
10. *International Journal of Sport Policy and Politics*;
11. *Tourism Planning and Development*;
12. *Journal of Vacation Marketing*;
13. *Research in Transportation Business and Management*;
14. *International Journal of Retail and Distribution Management*;
15. *European Sport Management Quarterly*;
16. *Journal of Sport and Tourism*;
17. *Scandinavian Journal of Hospitality and Tourism*;
18. *Journal of Place Management and Development*;
19. *International Journal of Heritage Studies*;
20. *Tourism Management Perspectives and*
21. *Journal of Hospitality Tourism and Research*.

The current study ranges from 2005 to 2015 to these fourteen journals. These journals published at least one article about the current study:

1. *Annals of Tourism Research*;
2. *Asia Pacific Journal of Tourism Research*;
3. *Cornell Hospitality Quarterly*;
4. *Current Issues in Tourism*;
5. *International Journal of Contemporary Hospitality Management*;
6. *International Journal of Hospitality Management*;
7. *International Journal of Tourism Research*;
8. *Journal of Hospitality Marketing and Management*;
9. *Journal of Human Resources in Hospitality and Tourism*;
10. *Journal of Sustainable Tourism*;

*11. Journal of Travel Tourism and Marketing;*

*12. Tourism and Hospitality Research;*

*13. Tourism Economics;*

*14. Tourism Management;*

There were some Journals that have published more than 10 articles about managerial accounting, financial accounting or auditing at the hotel sector in the analysed period. We have a total of 69 articles about this area. The journal which published more articles is Tourism Management with 17 articles between 2005 and 2015. Researchers who published about management at the hotel sector are primarily from Taiwan, China, Ghana, Spain, and Portugal.

All identified reviews were subjected to analysis and structure according to the following:

- Journal;
- Author;
- Focal topic area;
- Sample;
- Hotel category;
- Methodology and
- Research main findings.

All empirical studies in tourism industry according to used methodology are presented in Supplement.

In order to obtain the results for this literature review, we firstly categorize the papers into five vast areas in common: business management, finance and accounting, human management, social responsibility and interdisciplinary. Finally, the results obtained by the studies in each of the categories are characterized by journal, author(s), topic area, sample, hotel category, research method and main findings.

## 4. Results

### 4.1. Descriptive statistics

#### 4.1.1. Journal's country and impact factor

Table 1 displays the results of the peer-reviewed journals indicating their publication country, impact factor and cites per document (2 years). In this table we analyzed the impact factor and cites per document in two years. The impact factor measures the scientific influence of the average article in a journal; it expresses how central to the global scientific discussion an average article of the journal is. Cites per document (2 years) measures the scientific impact of an average article published in the journal, it is computed using the same formula that journal impact factor.

**Table 1** - Journal's country and impact factor.

| <b>Journal</b>   | <b>Country</b>           | <b>SJR</b> | <b>Cites per document<br/>(2years)</b> |
|--|--------------------------|------------|--|
| Annals of Tourism Research                                   | United Kingdom           | 2.262      | 3.093                                  |
| Asia Pacific Journal of Tourism Research                     | United Kingdom           | 0.576      | 1.114                                  |
| Cornell Hospitality Quarterly                                | United States of America | 1.047      | 1.765                                  |
| Currents Issues in Tourism                                   | United Kingdom           | 0.880      | 1.119                                  |
| International Journal of Contemporary Hospitality Management | United Kingdom           | 1.079      | 1.876                                  |
| International Journal of Hospitality Management              | United Kingdom           | 1.318      | 2.565                                  |
| International Journal of Tourism Research                    | United Kingdom           | 1.134      | 1.744                                  |
| Journal of Hospitality Marketing and Management              | United Kingdom           | 1.086      | 1.518                                  |
| Journal of Human Resources in Hospitality Tourism            | United Kingdom           | 0.473      | 0.675                                  |
| Journal of Sustainable Tourism                               | United Kingdom           | 1.959      | 2.441                                  |
| Journal of Travel Tourism and Marketing                      | United Kingdom           | 0.897      | 1.104                                  |
| Tourism and Hospitality Research                             | United Kingdom           | 0.367      | 0.423                                  |
| Tourism Economics  | United Kingdom           | 0.512      | 0.661                                  |
| Tourism Management   | United Kingdom           | 2.111      | 3.422                                  |

**Source 1:** Self Elaboration

All presented journals are published in England except one, Cornell Hospitality Quarterly. This journal is published in the United States of America. In our research we only found journals from United Kingdom, United States of America and Netherlands.

Of all analyzed journals, the one with most impact factor is Annals of Tourism Research (2.262) and the lowest is Tourism and Hospitality Research (0.367). Annals of Tourism Research journal is the first in SCImago Journal & Country rank in business, management and accounting area. Tourism and hospitality research journal is forty four, a list of 78 journals. Annals of Tourism Research, Asia Pacific Journal of Tourism Research, Currents Issues in Tourism, International Journal of Contemporary Hospitality Management, International Journal of Hospitality Management, International Journal of Tourism Research, Journal of Hospitality and Leisure Marketing, Journal of Hospitality Marketing and Management, Journal of Human Resources in Hospitality and Tourism, Journal of Sustainable Tourism, Journal of Travel and Tourism Marketing, Tourism and Hospitality Research, Tourism Economics and Tourism Management are all represented by United Kingdom. There is only one journal, Cornell Hospitality Quarterly, represented by United States of America.

#### *4.1.2. Amount distribution studies by topic area*

All studies, included in analysis are organized in five topic areas: management; finance and accounting; human management; social responsibility; and interdisciplinary. In the management area are explicit management types used in our study, such as, efficiency, performance, innovations management systems, business management, environmental/green management and disaster management. In our research, finance and accounting area cover different types of accounting, financial accounting, management accounting, strategic management accounting and environmental accounting. Human management area is related, in our study, to management practices in bad times such as, disaster management and crisis management. Social Responsibility area is related to publications within total quality management. Lastly, Interdisciplinary area, is connected to sustainability and foreign direct investment.

**Table 2** - Amount distribution studies by topic area.

| Focal Topic Area       | Quantity  |           | Total     | %          |
|------------------------|-----------|-----------|-----------|------------|
|                        | 2005-2009 | 2010-2015 |           |            |
| Management             | 17        | 26        | 43        | 62         |
| Finance and Accounting | 3         | 7         | 10        | 15         |
| Human Management       | 5         | 5         | 10        | 15         |
| Social Responsibility  | 1         | 2         | 3         | 4          |
| Interdisciplinary      | 1         | 2         | 3         | 4          |
| <b>Total</b>           | <b>-</b>  | <b>-</b>  | <b>69</b> | <b>100</b> |

**Source 2:** Self Elaboration

The topics covered in the 69 studies were identified through the analysis of objectives, theoretical foundation and conclusions. There are five major areas addressed in this table, and the area that has prevailed over the others, with 62% of the studies was the management area. The finance and accounting area, comes in second place with a percentage of 15 and finally, social responsibility and interdisciplinary area with 4%.

As the table shows, we can see that during the 2010-2015 periods there was a greater influx of articles published in all five areas. Management area was the area that obtained a larger number of studies, with a total of 43 in 69 articles. This area contains all studies that address areas related to efficiency, performance and business management.

In total, most studies have been conducted in the management area (62%), following accounting and finance and human management (15%), and social responsibility and interdisciplinary (4%). It is noted that in the areas of finance and accounting, human management, social responsibility and interdisciplinary, in the last five years (2010-2015), compared to the period 2005-2009, there is not noticed a large number of studies, due to a lack of research on this issue. In all areas are witnessing an increase of publications over the period of 2005-2009.

#### 4.1.3. Hotel's category used in empirical studies, by focal topic area

According to the theoretical development, there are the following kind of hotels: from one to five stars; luxury hotels; small and medium hotels; guest houses; hostels (*pousadas*) and family hotels. However, according to empirical studies analyzed, this study define the following categories:

- Tourism industry;
- Five and four star hotels and luxury hotels and
- Small hotels.

Table three presents the results of studies by area in various hotels' category:

**Table 3** - Hotel's category used in empirical studies by topic area.

| <b>Hotel's category</b>                     | <b>Management</b> | <b>Finance and accounting</b> | <b>Human management</b> | <b>Social responsibility</b> | <b>Interdisciplinary</b> | <b>Total</b> |
|---|-------------------|-------------------------------|-------------------------|------------------------------|--------------------------|--------------|
| Tourism industry                            | 27                | 9                             | 8                       | 3                            | 2                        | 49           |
| Five and four star hotels and luxury hotels | 10                | 1                             | 1                       | -                            | 1                        | 13           |
| Small hotels                                | 6                 | -                             | 1                       | -                            | -                        | 7            |
| <b>Total</b>                                | 43                | 10                            | 10                      | 3                            | 3                        | 69           |

**Source 3:** Self Elaboration

The table above shows the result of the studies as a function of hotel's category and focal topic area. According to the analyzed studies we define three categories: Tourism industry, five and four star hotels and luxury hotels, and small hotels.

For tourism industry category, we defined case studies based on various types of hotels at the same time, particularly studies in hotels ranked from one to five stars. In the second category (five and four star hotels and luxury hotels) the studies were based on five and four star hotels and luxury hotels. The studies for small hotels category, concentrated on small and medium enterprises (SMEs), hostels (*Pousada*) and others small and family hotels.

Management is the area of greatest focus in all hotel categories while social responsibility is less important. Regarding to finance and accounting area, most of the studies are conducted on tourism industry. There are few studies on small hotels' category. Several studies



demonstrate the difficulty in categorizing hotels, as well as obtaining data for empirical studies. The biggest difficulty is when a company owns several hotels, from two to five star. Thus, justified a high number of studies on hotel industry in total.

In relation to tourism industry, there are fewer studies on five and four star hotels and luxury hotels and even less on small hotels. Analyzing focal topic area with hotels' category, it is worth noting that management area corresponds to a total of 43 studies, followed by Finance and Accounting area and Human Management with 10 studies both. Social Responsibility and Interdisciplinary appears next with only three studies each. It is noted that no studies were conducted for small hotels' category in the Finance and Accounting area.

In the studies under analysis, different categories of hotels were examined: the hotel industry, four and five star and luxury hotels, and small and medium sized hotels. The tourism industry category includes studies that used various hotels ranked from one to five stars (Davidson & Sahli, 2014; Hsieh, 2012; Kasim, 2007; Xiao, O'Neill, & Mattila, 2012) and hotel firms (Jang, Hu and Bai 2006). Some studies used data from four and five star hotels (Oliveira, Pedro, & Marques, 2013a, 2014; Zeglat & Zigan, 2014). The small and medium sized hotel category includes studies which address small and medium sized enterprises (SMEs), hostels (*Pousada*) and other small and family hotels (Barros, 2005a; Serrasqueiro & Nunes, 2014; Sharma & Upneja, 2005). We found that most of the empirical studies analyzed the hotel industry. The second main type of hotels used in empirical research includes four and five star hotels. Finally, we found that there are few empirical studies on small and medium categories of hotel.

## 4.2. Results

### 4.2.1. Empirical studies published in management journals, by topic areas

Our important findings that are the primary goal of this study are presented in table 4. We presented five topic areas by authors in each journal. The main point of our study is to identify this topic areas for authors in the past ten years. According to the literature review performed, we identified five topic areas developed in the literature in accounting:

- Management;
- Finance and Accounting;
- Human Management;
- Social Responsibility and
- Interdisciplinary.

**Table 4** - Empirical studies published in management journals by topic areas.

| <b>Journal</b>   | <b>Management</b>  | <b>Finance and Accounting</b>                                     | <b>Human management</b> | <b>Social responsibility</b>                                 | <b>Interdisciplinary</b> |
|--|--|---|-------------------------|--|--------------------------|
| Annals of Tourism Research                                   | (Barros, 2005b)  |   | (Yeh, 2013)             |  |                          |
| Asia Pacific Journal of Tourism Research                     | (Chiang, 2006)   |   | (Kim & Okamoto, 2006)   |  |                          |
| Cornell Hospitality Quarterly                                |  | (Karadag & Gon, 2006; Brida, Esteban, Risso, & Such Devesa, 2010) |                         |  |                          |
| Current Issues in Tourism                                    | (Ahmad, 2014; Parte-esteban & Alberca-oliver, 2013; Yu, 2012)  |   |                         |  |                          |
| International Journal of Contemporary Hospitality Management | (W. W. Chan & Ho, 2006; Hsieh, 2012; Manasakis, Apostolakis, & Datseris, 2013; Sharma & Upneja, 2005; Xiao et al., 2012)   |   |                         | (W. Chan & Wong, 2007)                                       |                          |
| International Journal of Hospitality Management              | (Jae Lee & (Shawn) Jang S., 2007; Oliveira, Pedro, & Marques, 2013b; Parte-Esteban & Ferrer García, 2014; Patiar & Mía, 2009; Sainaghi & Baggio, 2014; Serrasqueiro & Nunes, 2014; Wang, Chen, & Chen, 2012) |   |                         | (Benavides-Velasco, Quintana-García, & Marchante-Lara, 2014) |                          |

Continuation of **Table 4**:

|   |   |   |   |  |
|---|---|---|---|--|
| International Journal of Tourism Research           | (Assaf & Cvelbar, 2010; Barros, 2005a; Lopez-Gamero, Molina-Azorín, & Claver-Cortes, 2011; Tang, Amran, & Goh, 2007)  |   |   |  |
| Journal of Hospitality Marketing & Management       | (Manuel Martínez-López & Vargas-Sánchez, 2012; Zhou & Wu, 2013)   | (Dalci & Kosan, 2012)   | (Hung et al., 2013)   |  |
| Journal of Human Resources in Hospitality & Tourism | (Lamanna, Williams, & Childers, 2012)   |   | (Alleyne, Greenidge, Corbin, Alleyne, & Devonish, 2008; Alleyne, Doherty, & Howard, 2011) |  |
| Journal of Sustainable Tourism                      | (Claver-Cortés, Molina-Azorín, Pereira-Moliner, & López-Gamero, 2007; Cvelbar & Dwyer, 2012; Kasim, 2007, 2009; Priego, Najerab, & Font, 2011)  | (Dief & Font, 2011; Mensah & Blankson, 2013)  | (Sausmarez, 2007)   | (Davidson & Sahli, 2014; Mihalič, Žabkar, & Cvelbar, 2012) |
| Journal of Travel & Tourism Marketing               |   |   | (Campiranon & Scott, 2014)  |  |
| Tourism and Hospitality Research                    | (Harrington & Keating, 2006; Honma & Hu, 2013; S. Jang et al., 2006; Zeglat & Zigan, 2014)  |   | (Rousaki & Alcott, 2006)  |  |
| Tourism Economics                                   | (Oliveira et al., 2014)   |   |   |  |
| Tourism Management                                  | (Ashrafi, Seow, Lee, & Lee, 2013; Briggs, Sutherland, & Drummond, 2007; Chen, 2007; Espino-Rodríguez & Padrón-Robaina, 2005; FitzPatrick, Davey, Muller, & Davey, 2013; Molina-Azorín, Tarí, Pereira-Moliner, López-Gamero, & Pertusa-Ortega, 2015; Oliveira et al., 2013a; Pan, 2005; Phillips, Zigan, Santos Silva, & Schegg, 2015) | (Abrate, Capriello, & Fraquelli, 2011; Brida et al., 2010; Chen & Soo, 2007; Núñez-Serrano, Turrión, & Velázquez, 2014) | (Ateljevic, 2007; Nieves & Segarra-Ciprés, 2015)  | (Frey & George, 2010) (Anderson, 2006)                     |

**Source 4:** Self Elaboration

The Table 4 reported empirical studies published in journals by topic areas. Regarding the description by journals, we identified that Tourism Management Journal published in all five areas indicated; management, finance and accounting, human management, social responsibility

and interdisciplinary, with emphasis in the area of management. Journal of Sustainable Tourism published in four areas; management, finance and accounting, human management and interdisciplinary.

The following journals published in three areas: Annals of Tourism Research in management, human management and social responsibility; International Journal of Hospitality Management published in management area, finance and accounting, and social responsibility area; Journal of Hospitality Marketing and Management published in management, finance and accounting and human management areas. The remaining journals (Asia Pacific Journal of Tourism Research, Cornell Hospitality Quarterly, Current Issues in Tourism, International Journal of Contemporary Hospitality Management, International Journal of Tourism Research, Journal of Hospitality and Leisure Marketing, Journal of Human Resources in Hospitality and Tourism, Journal of Travel and Tourism Marketing, Tourism and Hospitality Research and Tourism Economics) published at least in one focal topic area.

The following journals published in the area of finance and accounting: Cornell Hospitality Quarterly, International Journal of Hospitality Management, International Journal of Tourism Research, Journal of Hospitality Marketing and Management, Journal of Sustainable Tourism and Tourism Management.

#### *4.2.2. Empirical studies published in business management topic area*

We have identified four main areas of empirical studies on business management in hotels industry, which are summarized in Supplement. These areas are: efficiency of hotels, social responsibility management, the investment decision management and the corporate governance.

Researchers study the hotels' efficiency through different approaches about continuous and systematic improvement of process and resources toward efficiency. According to several authors Barros and Dieke (2008); Chen (2007), performance evaluation was restricted to performance indicators, due to partial measures of productivity, and do not take into account either the multiple variables of the hotel industry, or interactions between them.

Our review of literature demonstrated that several recent studies have included multiple inputs and outputs of the hotel industry in their analysis and as a consequence, they have

produced more comprehensive, accurate and understandable performance measures (Barros, 2005a, 2005b; Chiang, 2006; Honma & Hu, 2013; Manasakis et al., 2013; Oliveira et al., 2014; Yu, 2012; Zhou & Wu, 2013). For example, Barros (2005a) reveals that economies of scale and location are important issues in determining hotel efficiency. Honma and Hu (2013) found that hotels operated in several cities enjoy scale efficiency and the hotels operated in one city suffer from scale inefficiency, for instance distance from an international airport, has significant impact on Japanese hotel efficiencies.

The star rating of hotels aims to harmonize international standards to differentiate and improve hotel facilities and services. Some studies are conducted to the comparative of efficiency of star rating in hotels. Regarding to star rating efficiency, Oliveira et al. (2013a) suggests that the greater number of stars, the better performance. This author, presents a study examining the efficiency of Portuguese hotels disaggregated into a set of criteria, including typology of hotels, location in the area of the Algarve, ownership of golf course as well as being owners of one or more hotels. They found that in general, higher efficiencies occurred more in five-star hotels than in four-star hotels.

Contrary, Chen (2007) states that there are greater efficiency differences between four star hotels and however as a group they perform better than five star hotels in Taiwan.

Recent research has emphasized the importance of environment for tourism activity and development. This is not surprising due to the hotel industry, as a significant sector of the tourism industry, also plays a major role in contributing to environmental sustainability. For example, the operations of a hotel require water, heating, cooling, lighting, a laundry system, and appliances, having a significant impact on the environment. Nevertheless resort hotels, rely on the natural environment to attract tourists and to increase their profits.

Several studies also suggest that an environmental friendly hotel can obtain a competitive advantage and otherwise benefit from reducing costs, cultivating a positive image, increasing employee loyalty, and retaining customers (Claver-Cortés et al. 2007); (Molina-Azorín et al. 2015). Most of analysis studies analyze determinants of hotels environment activities. Stakeholders (customers, local communities, government agencies and public interest groups), environmental legislation, the availability of resources and the habilities to implement a proactive environmental management are considered relevant forces that affect environmental decision-

making and actions. Kasim (2007) discusses the theoretical drivers off and barriers to corporate environmentalism and find that there is a need for more hotel owners and shareholders to accept and deal with environmental issues.

With the similar argument, Lopez-Gamero et al. (2011) analyzes the antecedents of hotel managers' environmental attitudes to check whether perceptions of the external and internal factors are behind the adoption of a proactive environmental management. They found that the attitude and perceptions of managers appear as essential factors for the investment in proactive environmental technologies.

In some different study Hsieh (2012) employed content analysis to review the web sites of the top 50 hotel companies as defined herein. The author found that only 46% of the selected hotel companies used their web pages to published information related to environmental issues.

Despite the growing importance of foreign direct investment in tourism for countries and its developmental importance, there are a few empirical impact studies in this area. It was identified one recent study about foreign direct investment in tourism industry. Davidson and Sahli (2014) explores tourism foreign direct investment and poverty alleviation through both the literature and a detailed review in the Gambia of the relative contribution of foreign versus locally owned hotels to development and poverty alleviation. The study provides empirical evidence of the relative characteristics, performance, and benefits of foreign investments, suggesting that different forms of hotel ownership have complex advantages and disadvantages for poverty alleviation.

Finally, it was identified in this category two studies that explore corporate governance effects in the hotel industry. Ahmad (2014) studies analyze the determinants and characteristics of the owners-managers of small- and medium-sized hotels and identify various challenges in starting up and operating businesses in the United Arab Emirates. The study also highlights key actions taken by the owners- managers of small- and medium-sized hotels to manage their business in the competitive business environment. The results reveal that the majority of the owners-managers of small- and medium-sized hotels in the United Arab Emirates are male, young and middle-aged with secondary- and higher-education levels, and relatively new to the tourism industry. This research provides a useful insight into the activities in the hotel tourism

business sector and the challenges they encounter while operating in the United Arab Emirates economy.

Xiao, O'Neill and Mattila (2012) study concludes that corporate effects exist in the hotel industry. Compared with other factors such as hotel size, age, price level, and time, the owner is indeed the most significant factor in determining a hotel's operating performance. Study findings indicate that corporate strategies can be effective sources of corporate effects because a hotel owner can influence its portfolio through implementing certain corporate strategies, while the degree of importance may vary by strategy.

#### *4.2.3. Empirical studies published in finance and accounting topic area*

We identified three main areas of empirical studies on financial management in the hotel industry, which are summarized in Supplement. These areas are: financial performance, financial structure and management of investment decisions.

Financial performance is analyzed with the aim of understanding the financial and non-financial features that can influence and determine hotel performance. In this category, empirical studies have associated hotel performance with factors such as organizational type (Espino-Rodríguez & Padrón-Robaina, 2005; Phillips et al., 2015; Sharma & Upneja, 2005), hotel location (Pan, 2005; Sainaghi & Baggio 2014), innovation Manuel Martínez-López and Vargas-Sánchez (2012), characteristics of managers (Mensah & Blankson 2013; Patiar & Mia 2009), website characteristics Jang et al. (2006) and intellectual capital Zeglat and Zigan (2014).

Some studies analyze organizational factors that influence financial hotels' performance. Sharma and Upneja (2005) investigate the operational factors that affect the financial performance of small hotels. They find that both micro level factors such as employee training, investment in equipment, and macro level factors, such as institutional environment and product service standardization system have an impact. Market diversification has been considered an important business strategy to increase profitability. Lee and Jang (2007) analyze the effect of diversification strategy on financial performance in the hotel industry. They concluded that while a diversification strategy does not provide profit growth, it improves the stability and performance of hotels.

With a similar objective, the study by Mensah and Blankson (2013) examine the socio-demographic characteristics of managers and organizational characteristics that determine the environmental performance of hotels. They suggest that larger sized and better class hotels, as well as those belonging to the national hotel trade association, had a better performance as did hotels that paid managers higher salaries. Phillips et al. (2015) aimed to identify new determinants of hotel performance and they concluded that regional room star rating has a positive impact on performance, whereas room quality, regional review and the hotel's regional reputation have a negative impact on performance.

It was identified one recent comparative study of hotels. Patiar and Mia (2009) analyze the relationship between financial and non-financial performance, market competition and transformational leadership style of hotel departments. The authors propose that a transformational leadership style was associated with the non-financial performance which, in turn, was positively associated with the financial performance of departments.

Sainaghi and Baggio (2014) explore the relationship between the structure of social capital and hotel performance. They concluded that the structure of capital is the most powerful determinant of hotel performance, and that it can positively and significantly influence occupancy.

Research has recently highlighted the potential determinants of firms' financial performance using non-financial factors, such as human resources, customer satisfaction and service quality. For example, Zeglat and Zigan (2014) suggested that intellectual capital made the strongest contribution to business performance. In the same line, Briggs, Sutherland, and Drummond (2007) examine service quality in different types of hotel and suggested high quality services influence the financial performance of hotel firms.

Although foreign direct investment in tourism is of growing importance to countries, there are few empirical impact studies in this area. We identified one recent study about foreign direct investment in the tourism industry. Davidson and Sahli (2014) explore tourism foreign direct investment and poverty alleviation through both literature and a detailed analysis in Gambia of the relative contribution of foreign versus local owned hotels to development and poverty alleviation. The study provides empirical evidence of the relative characteristics, performance,



and benefits of foreign investments, and it suggests that the advantages and disadvantages for poverty alleviation of different forms of hotel ownership are complex.

In the category of financial structure, studies analyze the capital structure as the most important determinant of growth of hotel firms. Hotel sector firms have specific characteristics, which may influence firm financing behaviour. The intensive capital nature of firms in the hospitality sector may increase the firm risk, due to the high volatility of earnings caused by a high level of fixed costs, which does not change according to variations in sales. Brida, Parte Esteban, Riso and Such Devesa (2010) examine the structure of the Spanish hotel industry using a financial approach and showed the different dynamic hierarchical clusters of hotel chains.

A study by Brida et al. (2010) high light the financial strategy in the hotel business. A disadvantage of strong financial leverage is the higher borrowing cost associated with debt facilities and the default risk result (Tsai et al., 2011). Madan (2007) mentions that firms with high reserves and debt use their accumulated profits or issue capital when contemplating expansion. A recent study by Serrasqueiro and Nunes (2014) examines the financial structure of small and medium hotels in Portugal and shows that hotels adjust the level of actual debt to the optimal debt ratio. Their results also show that hotels' size, asset tangibility, growth opportunities, non-debt tax shields, and risk, can influence debt, suggesting that small and medium hotel firms are supported by pecking order and trade-off theories.

Afterwards, the study identified two main areas of empirical studies on accounting in the hotel industry, which are summarized in Supplement 1. These areas are: management accounting and financial accounting. From our sample of accounting studies, we can conclude that management accounting studies predominate in the hotel sector.

Hotel sector firms have different features from other industries, such as perishable services, unequal temporal distribution, interdependent tourism products, relatively low investment costs but high fixed operation costs Hesford and Potter (2010). The specificity of the tourism industry is likely to have a strong impact on the utility of accounting information to determine the conditions in which the economic entity operates at both micro and macroeconomic level.

Cost accounting is an important management accounting issue. It research indicates that cost accounting systems are contingent on the characteristics and duration of the production

process. The type of services are differentiated in the hotel industry, for example, accommodation services, food, laundry, swimming pools and conference facilities. Thus, research on cost accounting could contribute to the literature because the cost structures of hotels are unique. Chen and Soo (2007) investigate the cost structure and its economic implications for the Taiwanese hotel industry. They concluded that both scale and scope economies, and factor inputs of capital, labor and materials, can be substituted. The results of Chen and Soo (2007) provide evidence of technological progress in the hotel industry over time.

Many studies analyze total quality management and associate with reliance on non-financial performance measures and rewards. For example, Benavides-Velasco et al. (2014) analyze how the implementation of total quality management and corporate social responsibility influences the results of stakeholders as an antecedent of business performance. Their findings indicate that taking a holistic approach to managing quality in the organization using selected characteristics, such as leadership, employees, strategy, process, product and services, has a positive influence on two main stakeholders: customers and employees.

In the following statement, the relationship between total quality management, market orientation and performance in hotels has also been examined by Wang et al. (2012). The authors conclude that total quality management affects positively firms' performance. Hotels that adopt total quality management have better customer focus, leadership, continuous improvements, empowerment and rewards.

Two studies were conducted by the Uniform System of Accounts for the Lodging Industry (USALI). Chan and Wong (2007) analyze the level, scope and detail the management information under the current accounting format in hotels in China and provide an interesting perspective on the use of the Uniform System of Accounts for the Lodging Industry. The authors provide detailed information on financial performance in hotels from a managerial perspective, and point out the limitations of adopting the USALI in China. The conclusions are particularly relevant as the accounting framework could enrich managerial information available to managers when making decisions and reduce disputes between hotel owners and hotel operators that result from different views on how to calculate management fee based on the definition of revenue stipulated in the management agreement.

Karadag and Gon (2006) examine the perceived value of customer profitability information to marketing and accounting personnel. They found that a much larger percentage of marketers versus accountants agreed with the statement that all company costs should be allocated to customer segments; they concluded that the USALI stresses uniformity, and thus the accounting system does not provide the necessary information for the market segment analysis.

In another study, Harrington and Keating (2006) examines the implementation of the quality programs in the Irish hotel industry. They found that there is a very low level of adoption of quality mechanisms and certification in Irish hotels and almost half of the organizations sampled do not have written strategies.

Two accounting studies on financial accounting address earnings quality in tourism industry. Earnings is the most important indicator providing information about the firm's valuation and it is very influential in market decisions (Francis, LaFond, Olsson and Schipper 2004). Additionally, the decline in equity markets worldwide in the early 2000s has been attributed to the lack of transparency of accounting information and quality of accounting information. This concern was demonstrated in recent empirical studies (Brida et al., 2010). focused on reported earnings and demonstrate the importance of reaching certain earnings benchmarks in the Spanish hotel industry. The authors found that while the managers' motivation avoid small losses that remains open to speculation, they clearly have at least some ability to manipulate profit and earnings figures. This is one of the first papers to analyze earnings management in the hotel industry and it is the first step to give a special attention to this area.

The second study analyzes the influence of firm characteristics on earnings quality Parte-Esteban and Ferrer García (2014). The authors suggest that characteristics such as internationalization, the location, the ownership structure and audit function influence earnings quality in Spanish hotel firms. Rely on the previous study, Parte-Esteban and Ferrer García (2014) offer a new perspective on the earnings quality field in the Spanish hotel industry.

#### *4.2.4. Empirical studies published in human management topic area*

We identified two main areas of empirical studies on human management in the hotel industry, which are summarized in Supplement. This areas are: human resources in crisis management and human resources and management practice.

Crisis management is analyzed with the aim of recognizing the main factors in crisis recovery. Campiranon and Scott (2014) provided five critical success factors (CSF) for crisis recovery. The first CSF, a crisis management and recovery plan, requires that hotel develop a flexible, although economic crisis-specific, crisis management plan in order to be proactive rather than reactive. The second CSF, crisis market segmentation, emphasizes that tourism organizations need to identify potential markets, which will generate revenue. The third CSF, recovery promotion suggested that a marketing promotion, that explains the possibilities of having an affordable quality holiday, should be considered by hotels marketing department.

Collaboration is the fourth CSF which it is necessary for tourism organizations to collaborate with their stakeholders in order to develop a promotional campaign. At least the fifth CSF is personnel management, staff is the most valuable asset but in the other side staff salaries are their largest business cost.

Ateljevic (2007) pointed to a number of key issues that influence the management practice of small tourism firms. The author identified two streams of entrepreneurs that could be distinguished with respect to their management approach. First, those who believe any change to their informal management style would not significantly improve business performance which is mostly affected by seasonality and changing visitor numbers. Second, those who, under growing competitive pressures, have started to become more mindful of the need for a more strategic approach and formal business sectors or firms of tourism activity. Another study suggest that employees with high levels of knowledge, abilities and skills play a relevant role in the introduction of management innovations (Nieves & Segarra-Ciprés, 2015).

#### *4.2.5. Empirical studies published in social responsibility topic area*

Social responsibility is a topic where few studies were published and presented in the Supplement. Chan and Wong (2007) link the study of social responsibility with the financial analysis areas. The findings of this paper reveal that there are nine new hotel business drivers that are currently not fully reported in the financial statements, hence, social responsibility of hotel firms. In the some different study, Benavides-Velasco et al. (2014) indicates that managing quality, in a way that encompasses the whole organization through the selected enablers (leadership, employees, strategy, partnership and resources, and processes, products and services), has a positive influence on two main stakeholders: employees and customers.

Finally, Frey and George (2010) developed their investigation in responsible tourism management area. The authors found that despite general positive attitudes towards responsible tourism management, businesses are not investing time and money into changing management practices.

Social responsibility is a perplexing area in tourism industry due to the lack of empirical studies. This system evaluates social sustainability of the hotel firms. To date, however, the industry has not embraced approaches for these area.

#### *4.2.6. Empirical studies published in interdisciplinary topic area*

Interdisciplinary area is the topic that was not included in any of the previous areas. This topic has three studies as presented in the Supplement. Davidson and Sahli (2014) applied qualitative research analysis to investigate the micro-level of socio-economic development in 21 hotels in Gambia, Africa. They found that foreign direct investment was concentrated in larger scale, on upmarket hotels. These hotels tended to employ more staff, pay higher wages, and spend more on training.

The authors Mihalič et al. (2012) studies the hotel business model in the 124 hotel firms in the Slovenia. The results showed that financial and marketing indicators are equally important, but not significantly differentiated. A previous study has shown that the financial performance of Slovenian hotels has improved over the last few years. Finally, Anderson (2006) via qualitative research, investigated the interdisciplinary hotels in Australia. The author found that there was little preparation for such events, a widespread reluctance to retrench staff, and limited organizational learning had taken place.

#### *4.2.7. Research methods used in our sample*

To answer the second question of this study, all reviews were analyzed for their methodology. We were able to identify three most common methods in accounting field:

Data envelopment analysis: DEA is a nonparametric method in operations research and economics for the estimation of production frontiers. It is used to measure empirically productive efficiency of decision making units (DMU's). Is a quantitative analysis.

**Interviews/Questionnaires:** Is a research instrument consisting of a series of questions and others prompts for the purpose of gathering information from respondents. It is a qualitative analysis.

**Multiple regression analysis:** Is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when we want to compare the relationship between a dependent variable and one or more independent variables. Is a quantitative analysis.

Table 5 shows the obtained results.

**Table 5** - Research methods used in our sample.

| <b>Research Method</b>          |  |
|---------------------------------|--|
| DEA (Data Envelopment Analysis) | (Barros, 2005b; Chen, 2007; Chiang, 2006; Honma & Hu, 2013; Manasakis et al., 2013; Oliveira et al., 2013a, 2014; Yu, 2012; Zhou & Wu, 2013).  |
| Interviews/Questionnaires       | (Ahmad, 2014; Alleyne et al., 2008, 2011; Anderson, 2006; Ateljevic, 2007; Briggs et al., 2007; Campiranon & Scott, 2014; Caruana et al., 2014; W. W. Chan & Ho, 2006; W. Chan & Wong, 2007; Claver-Cortés et al., 2007; Dalci & Kosan, 2012; Davidson & Sahli, 2014; Espino-Rodríguez & Padrón-Robaina, 2005; Harrington & Keating, 2006; Hung et al., 2013; Kasim, 2009; Lamanna et al., 2012; Manuel Martínez-López & Vargas-Sánchez, 2012; McManus, 2013; Mihalič et al., 2012; Mongiello & Harris, 2006; Patiar & Mia, 2009; Rousaki & Alcott, 2006; Sausmarez, 2007; Wang et al., 2012). |
| Multiple Regression Analysis    | (Bouncken et al., 2005; Brida et al., 2010; Dief & Font, 2011; Espino-Rodríguez & Padrón-Robaina, 2005; Frey & George, 2010; Nieves & Segarra-Ciprés, 2015; Oliveira et al., 2013b; Phillips et al., 2015; Sainaghi & Baggio, 2014; Serrasqueiro & Nunes, 2014).   |

**Source 5:** Self Elaboration

Statistical method are extensively used in all topic areas. Data envelopment analysis (DEA) was used in many studies in the business management topic area, especially in studies addressing to efficiency and performance. A major advantage of DEA on other evaluation tools is the requirement of no assumptions to be made about the functional form of the model sustaining the relationships between the input and output variables (Zhou & Wu, 2013). DEA does not require a prior specification for the weights of each input and output, nor requires judgments about the shape of production function, stating one of the most popular efficiency methods in the hotel industry (Barros, 2005b; Chiang, 2006; Manasakis et al., 2013; Oliveira et al., 2013a). Multiple regression analysis is a statistical technique that enables a comparison between a continuous

dependent variable and two or more continuous or discrete independent variables (Parte-Esteban & Ferrer García, 2014; Phillips et al., 2015).

The content analysis technique is used by various hotel industry studies. This is the best way to gather direct information, rather than other forms of secondary data. Interviews allows researchers to explore information on certain issues in greater depth, and also encourages participants to contribute and express their true feelings freely in the discussion. In our literature review, studies by (Benavides-Velasco et al., 2014; Chan & Ho, 2006; Davidson & Sahli, 2014; Kasim, 2007) use interviews to collect data, while others prefer questionnaires (Ahmad, 2014; Chan & Wong, 2007; Patiar & Mia, 2009).

Finally, some studies used a combination of multiple regression analysis and questionnaires to examine financial and non-financial relationships among the impacts of various quality-management practices and strategies (Espino-Rodríguez & Padrón-Robaina, 2005; Martínez-López & Vargas-Sánchez, 2012; Mensah & Blankson, 2013).

It was observed that most of the empirical studies analyzed come from European countries (26 studies). The large majority of these studies were conducted in Spain (Claver-Cortés et al., 2007; Lopez-Gamero et al., 2011; Parte-esteban & Alberca-oliver, 2013; Priego et al., 2011), Portugal (Barros, 2005b; Oliveira et al., 2013a; Serrasqueiro & Nunes, 2014), Slovenia (Assaf & Cvelbar, 2010), Italy (Abrate et al., 2011), Greece (Manasakis et al., 2013), Ireland (Harrington & Keating, 2006), and Scotland (Briggs et al., 2007). The second main geographic area for studies is Asia (China, Taiwan, Japan, Singapore, India, Malaysia, Turkey and United Arabs Emirates) with 17 articles published, followed by Africa with 4 studies. America (US) and Oceania (Australia) are far behind Europe with 3 and 1 empirical studies respectively. Additionally, we found three studies that used multiple country data (Chen & Soo, 2007; Hsieh, 2012; Jang et al., 2006).

## 5. Conclusion

This study characterizes the results of scientific research on current management and accounting matters in the hotel industry based on 69 articles published in the most prestigious scientific hospitality journals between 2005 and 2015 and identifies ways for future research. We have addressed the following topic areas: (i) management, (ii) finance and accounting, (iii) human management, (iv) social responsibility and (v) interdisciplinary research in the hotel sector of industry over the period 2005-2015 by analyzing the headings of empirical studies and identifying the research method, category of hotels and data.

The worldwide tourism industry also experienced a market growth during this period. More specifically, current research has emphasized studies about efficiency and financial performance topics. With the growth in international travel and, therefore, increasing demand in hotel businesses, this research area has gained particular importance as a tool for effective decision-making. It was observed that the financial accounting area and social responsibility area are the least explored topic in the tourism industry.

Regarding the research method the statistical models predominate in all topic areas and that some recent studies showed a combination of multiple regression analysis and questionnaires to examine financial and non-financial relationships among the impacts of various quality management practices and strategies. Moreover, these papers examined mainly European hotel firms. The results indicate a lack of comparative studies of multiple countries and research in the small hotel category. Finally, Jang and Park, (2011) noted that the subjects of hospitality papers have been limited to a few classical topics, namely risk management, financing, valuation and bankruptcy. Moreover, the results also indicate that new areas such as social responsibility and earnings management are beginning to develop in the hotel industry.

This review paper aims to contribute to the literature by discussing recent management and accounting developments in the hotel industry and presenting an overview of the research method, hotel categories and data. There are several promising ways for further empirical research. Regarding the category of business management studies and the financial management area, the findings of previous studies show that the performance of hotels is influenced by various financial and non-financial factors. Future empirical work could explore the corporate governance characteristics, notably the degree of the owner's involvement in the operations, the



compensation for the chief executive officer and changes in board composition can be used in studies as important factors affecting the performance. However, investigation in this area should be conducted with caution as it is one that it could lead to conflicts between operating managers, owners and franchisors.

Additionally, it is common to use overall performance measures in empirical studies to obtain an overview of the hotel performance. The issue of the total output of the hotel has been discussed by Harris (1999) who highlighted the complex nature of operating a hotel in terms of the total experience customers receive. Therefore, although the hotel data and accounting systems rely on a number of revenue and support centre departments, this accounting information may not be sufficient when designing the control systems of hotels. The total client experience implies that the consequences of any mistake at any point during a client stay in the hotel can become a substantial overall issue and thus, the control and measurement of discrete parts of the business can only assist management to a limited degree. Consequently, the financial information from the hotels' accounting systems needs to be supplemented by qualitative operational measures, such as on the spot service and client satisfaction measurements, in order to present a more comprehensive view of hotel performance. Moreover, with the globalization of businesses, the effect of national cultural influences on the relationship and interaction with performance measurement frameworks, will become increasingly important.

According to the accounting category, empirical studies have contributed to cost and management accounting, including budgeting and controls. Accounting's contribution to the fulfilment of the strategic objectives of managers in the hospitality and tourism industry is also manifested in the form of providing the vital information when determining the current strategy of firms, such as the operational income and compensation of employees, goods, invisible services, and global strategy, such as portfolio investment, financial derivatives and reserve assets. More diverse research is needed in the management accounting area, namely outsourcing, leasing, and benchmarking.

Environment accounting is another perplexing area due to the lack of empirical studies. This system evaluates management performance of the hotel firms. To date, the industry has not embraced any standardized approaches to account for the costs of utilities and other environmental assets.

Finally, studies in financial accounting are very rare and represent a challenge for future research. Financial accounting provides insights into the economic and financial situation, which is a key information that permits the most appropriate decisions to be made. This is an area that has strong implications for accounting information as it determines the conditions in which the economic entity operates at both, micro and macroeconomic level in hotel industry. For example, research into how transparency in financial reporting can affect earnings management practices and accounting quality in hotel firms would be an important addition to the literature. To our knowledge, there are no studies on hotel firms that adopted International Financial Reporting Standards yet and therefore we consider that this would be a welcome area for research.

In conclusion there is still a lack of empirical research on financial accounting and scholars should strive for further currently limited knowledge in the area. We hope that this paper serves to inspire future and useful studies in this research field.

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## Supplement

**Table 6 -** Empirical studies in tourism industry.

| JOURNAL                                  | AUTHOR                         | FOCAL TOPIC AREA  | SAMPLE  | HOTELS CATEGORY                                  | METHODOLOGY   | RESEARCH MAIN FINDINGS  |
|--|--------------------------------|---|---|--|---|---|
| Annals of Tourism Research               | (Carlos Pestana Barros, 2005b) | Efficiency (Hotel Efficiency)   | 43 Pousada Hotels over the year 2001.   | Pousada Hotels                                   | Data Envelopment Analysis (DEA) Technical Efficiency Scores | The findings suggest that scale economies and location are major issues in determining a unit's efficiency in Portugal or elsewhere.  |
| Annals of Tourism Research               | (Yeh, 2013)                    | Interdisciplinary- Human Research (The relationship among tourism involvement, work engagement and job satisfaction in the hotel industry). | 20 international hotels in Taiwan.  | Tourism industry                                 | Structural equation modeling (factor analysis)              | Findings show that tourism involvement is positively related to work engagement; while both tourism involvement and work engagement are positively related to job satisfaction. Work engagement was found to partially mediate the relationship between tourism involvement and job satisfaction. |
| Asia Pacific Journal of Tourism Research | (Kim & Okamoto, 2006)          | Interdisciplinary – human resource (hotel manager's perspective)  | 128 hotel managers over the year 2004 in Japan.   | Hotel industry                                   | Conjoint Analysis.  | This study has revealed that hotel managers consider “location” to be the most important component, followed by “annex facility” and “deployment system”.   |
| Asia Pacific Journal of Tourism Research | (Chiang, 2006)                 | Efficiency (Efficiency management)  | 24 international hotels in Taipei. Data obtained from the Annual Operation Report of The International Tourist Hotels 2001. | 4 and 5 stars hotels and resorts (luxury hotels) | Data Envelopment Analysis (DEA)                             | The results indicate that the inefficient hotels did not fully or efficiently utilize their rooms or F&B capacities (though supply over demand is a possible reason).   |
| Cornell Hospitality                      | (Karadag & Gon, 2006)          | Accounting information -marketing   | 650 hotel controllers   | Hotel industry                                   | Customer-profitability analysis                             | This study showed that accounting systems should be used to provide   |

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| Quarterly  |  | decisions (Traditional and market segment accounting)  | (financial, assistant and other individuals) in 2002.                                  |                                       | (CPA), based on a modern accounting approaches.         | more meaningful data in analyzing the marketing efforts performed by the marketers.   |
| Cornell Hospitality Quarterly                                | (Brida et al., 2010)                   | Financial Accounting                                   | 1990 hotels over the period 1999-2003, in Spain. 9950 were the observations.           | Hotel industry                        | Multiple Regression Analysis.                           | The results we present in the histogram would seem to argue against scaling being primarily responsible for the observed discontinuities in the sample used in this study. It has to be mentioned that these results are only valid for the Spanish hotel industry. |
| Current Issues in Tourism                                    | (Parte-esteban & Alberca-oliver, 2013) | Performance (Corporate performance).                   | 1385 hotel over the period 2001-2010, in Spain.  | Hotel industry                        | Tobit regression model.                                 | The findings indicate that better economic conditions and tourism development can improve the efficiency of tourist hotels.   |
| Current Issues in Tourism                                    | (Yu, 2012)                             | Efficiency (multi-component data envelopment analysis) | 57 international tourist hotels over the year 2006 in Taiwan.                          | Hotel industry                        | Multi-component data envelopment analysis (MDEA) model. | The results show that members of international chain-managed hotels perform significantly better than local chain managed and independently managed hotels.   |
| Current Issues in Tourism                                    | (Ahmad, 2014)                          | Entrepreneurship (Business management)                 | 105 hotels in three cities in UAE (Dubai, Abu Dhabi and Fujairah).                     | SME's hotels                          | Qualitative Research Data - Questionnaires.             | The results reveal that the majority of the owners/managers of small and medium sized hotels (SMSHs) in the UAE are male, young and middle aged with secondary- and higher-education levels, and relatively new to the tourism industry.                            |
| International Journal of Contemporary Hospitality Management | (Sharma & Upneja, 2005)                | Performance (Financial performance)                    | 18 hotels in Arusha, Tanzania. 53 were the observations. (All agreed to participate in | Small hotels (less or equal 50 rooms) | Data - face-to-face structured survey approach.         | Findings suggest that operating factors in small hotels such as inefficiencies due to lack of employee training, low investments in fixed assets and technology may be equally responsible for low profitability.   |

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|  |                          |  | this survey).   |                                 |  |  |
| International Journal of Contemporary Hospitality Management | (Manasakis et al., 2013) | Efficiency (Hotel efficiency)                          | The sample is constituted by 50 superior hotels operating in Crete in 2008. 25 hotels are operating as totally independent and 25 hotels are operating under a brand. | Luxury Hotels                   | Data Envelopment Analysis (DEA) methodology. | The main finding stemming out of the analysis is that the primary source of hotels' inefficiency is their respective input/output configuration and the size of their operations.  |
| International Journal of Contemporary Hospitality Management | (Xiao et al., 2012)      | Performance (hotel financial performance)              | 2,012 hotels over the period 2003-2005 in USA.  | Hotel industry                  | Variance components analysis (VCA).          | The findings of this study confirm the existence of corporate effects in the hotel industry. Compared to other factors that are well recognized in the literature as related to a hotel's operating performance such as hotel size, hotel age, price level, and time (i.e. year), the owner appears to be the most significant factor in that it accounts for the largest variance of a hotel's operating performance. |
| International Journal of Contemporary Hospitality Management | (W. Chan & Wong, 2007)   | Social Responsibility (Financial analysis, accounting) | 110 participants over the period 1980-2004 in China.  | Hotel industry                  | Qualitative Research Data - Questionnaires.  | The preliminary findings of this paper reveal that there are nine new hotel business drivers that are currently not fully reported in the financial statements.  |
| International Journal of Contemporary Hospitality Management | (W. W. Chan & Ho, 2006)  | Environmental (Environmental management)               | 3 hotels in Hong-Kong, Tokyo and Tsim Sha Tsui East.  | 5 star hotels                   | Qualitative Research Data - Interviews.      | The results show all these hotels have strong partnerships with green bodies and have been involved in sharing experience with trade association, other hotels and government.   |
| International Journal of                                     | (Hsieh, 2012)            | Environmental (Environmental                           | 50 firms listed hotels in 2009  | Hotel industry (published about | Qualitative Research (Content analysis).     | Only 46 per cent of the selected hotel companies used web pages to   |

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| Contemporary Hospitality Management             |                                       | management)  | in different countries around the world.  | environmental information)                    |  | post information related to environmental issues on their public web sites.   |
| International Journal of Hospitality Management | (Patiar & Mia, 2009)                  | Performance (Financial and non-financial performance)  | 56 hotels and resorts in Australia  | 4, 5 stars hotels and resorts (luxury hotels) | A self-administered postal survey was used to collect the data. Data – Questionnaire | The results of the study indicated that transformational leadership style was positively associated with the non-financial performance, which, in turn, was positively associated with the financial performance of the departments.  |
| International Journal of Hospitality Management | (Benavides-Velasco et al., 2014)      | Social Responsibility (Total quality management (TQM) and corporate social responsibility (CSR)) | 141 hotels over the year 2009 in Andalusian, Spain.   | 3, 4 and 5 star hotels.                       | Total Quality Management Methodology   | The results of our study indicate that managing quality in a way that encompasses the whole organization through the selected enablers (leadership, employees, strategy, partnership and resources, and processes, products and services) has a positive influence on two main stakeholders: employees and customers. |
| International Journal of Hospitality Management | (Wang et al., 2012)                   | Performance (Total quality management)   | 588 questionnaires in December 30th 2009 in Republic of China. (The sample frame include at this date 2613 hotels). | Hotel industry                                | The main method used in this study was a survey research. Data - Questionnaires.     | The results show that total quality management (TQM) positively affects hotel performance. Market orientation positively affects hotel performance.   |
| International Journal of Hospitality Management | (Parte-Esteban & Ferrer García, 2014) | Earnings quality   | 1805 hotels over the period 2000-2011, in Spain.  | Hotel industry                                | Ordinary Least Squares.  | The findings suggest that the internationalization, the location, the ownership structure and the audit function influence earnings quality in hotel firms. This paper presents managerial implications for professionals, users of financial   |



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|   |                                   |  |   |  |   | information, and academics.  |
| International Journal of Hospitality Management | (Jae Lee & (Shawn) Jang S., 2007) | Performance (Strategic management)           | 36 hotels, over the period 1997–2001, on the New York Stock Exchange.   | Hotel industry (casino hotels and resorts were excluded) | Qualitative Research. (Statistical independent t-test).           | The results of this study indicated that diversification strategy does not provide profit growth, but diversification partly improves the stability of performance.  |
| International Journal of Hospitality Management | (Oliveira et al., 2013b)          | Efficiency (Efficiency performance)          | Hotel companies in the Algarve that operated in 2005–2007 period. The sample is composed of 13 companies owning 20 five-star hotels and 15 companies owning 36 four star hotels | 4 and 5 star hotels                                      | Multiple Regression Analysis. SFA (stochastic frontier approach). | We found relevant levels of inefficiency. The results also point out the important role of the operational environment, particularly the hotel location and the existence of golf facilities. Star rating and owning multiples hotels do not seem to be so relevant.                                 |
| International Journal of Hospitality Management | (Sainaghi & Baggio, 2014)         | Performance (Structural social capital)      | Six hypotheses were tested using the Livigno, Italy hotel sector. 84 were the observations.   | Hotel industry   | Multiple Regression Analysis.                                     | The results suggest that structural social capital (SSC) is the strongest positive determinant of hotel performance, compared with weaker and generally not significant relations linking occupancy and control variables (category, size, location). The work shows the multifaceted nature of SSC. |
| International Journal of Hospitality Management | (Serrasqueiro & Nunes, 2014)      | Cost Structure (capital structure decisions) | 177 SME over the period 2000-2009 in Portugal.  | SME's hotels   | Multiple Regression Model   | The results suggest that these theories are not mutually exclusive in explaining the capital structure decisions of small and medium sized (SME) hotels. The results obtained indicate that these firms follow a hierarchical order in their   |

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|   |                                |  |   |  |   | selection of financing sources, corroborating the assumptions of theory.  |
| International Journal of Tourism Research     | (Assaf & Cvelbar, 2010)        | Efficiency (Technical efficiency)                                  | 24 hotels over the period 2005-2007 in Slovenia. 72 were the observations | 3, 4 and 5 stars hotels                  | Linear Programming (LP) Formulation nonparametric tests       | The results reveal an increase in efficiency over the period analysed. The results also confirm that factors such as the hotel's year in business, star rating and size are positively related to efficiency variations between hotels. |
| International Journal of Tourism Research     | (Carlos Pestana Barros, 2005a) | Efficiency (Efficiency management)                                 | 42 hotels over the period 1999-2001, in Portugal.                         | Pousada Hotels                           | An output-oriented Malmquist-productivity index is estimated. | It is concluded that, although unmovable, if top management could improve the location of hotels, either in main routes or in cities, then the overall efficiency would increase.   |
| International Journal of Tourism Research     | (Lopez-Gamero et al., 2011)    | Environmental (Environmental management).                          | 3900 individual hotels in September 2004 in Spain.                        | 3, 4 and 5 star hotels.                  | Structural equation modelling.                                | The results indicate that environmental legislation and the pressure of stakeholders influence negatively in managerial perception, the sign of these relationships are different from the ones we had proposed.                        |
| International Journal of Tourism Research     | (Tang et al., 2014)            | Environmental (environmental management practices)                 | 850 hotels in 2011 in Malaysia.   | Motels and 1, 2, 3, 4 and 5 star hotels. | Clusters Analysis.  | The analysis showed that stakeholder influence and the level of participation in EMPs among Malaysian hotels are only at a moderate stage.  |
| Journal of Hospitality & Leisure Marketing    | (Bouncken et al., 2005)        | Management Accounting - Quality and Strategic (Quality management) | 32 international hotel brand in Germany. 58 were the observations.        | Hotel industry                           | Multiple regression analysis.                                 | The empirical results of the present study indicate that consistency between strategies and quality management instruments can support perceived service quality.   |
| Journal of Hospitality Marketing & Management | (Dalci & Kosan, 2012)          | Management accounting (Strategic Planning)                         | 1 boutique hotel in the city of Bodrum, turkey. July                      | 5 star hotel                             | Qualitative Research. Data - Interviews.                      | The research findings show that the theory of constraints (TOC) thinking process (TPs) can help hotel managers adapt appropriate strategies to successfully manage  |

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|   |  |   | 2009-October<br>2009  |                        |   | the constraints that were keeping the case study organization from improving its overall performance relative to its stated goal.   |
| Journal of Hospitality Marketing & Management       | (Hung et al., 2013)                            | Management - Human Resources (State owned hotel (SOH) management) | 15 semi structured interviews with state-owned hotel senior managers and employees over the year 2007 in China. | 3, 4 and 5 star hotels | Qualitative research. Data - Questionnaires.        | The results, based suggest that the State Owned Hotels (SOHs) in Hangzhou are encountering various problems in relation to their ownership, human resources, market competition, and management.  |
| Journal of Hospitality Marketing & Management       | (Zhou & Wu, 2013)                              | Efficiency  | 21 hotels in 2009 and 22 in 2008 in Taipei, China.  | 4 and 5 star hotels    | Data Envelopment Analysis (DEA) methodology.        | Findings of this study provide hoteliers with a set of results of efficiency scores and complete ranking order calculated with more realistic weighting sets.   |
| Journal of Hospitality Marketing and Management     | (Manuel Martínez-López & Vargas-Sánchez, 2012) | Innovation and Performance (strategic management process)         | Top 150 foreign hotel chains over the period October–November 2009, in Spain. (All ranked by revenue).          | Hotel industry         | Multiple regression analysis. Data – Questionnaires | The results show that hotel directors clearly distinguish the strategic value of innovation as a critical factor in competing and understand that among other benefits.   |
| Journal of Human Resources in Hospitality & Tourism | (Alleyne et al., 2008)                         | Interdisciplinary - Human Resource (management)                   | 75 hotels in Barbados between June and August 2003  | Hotel industry         | Qualitative Research Data - Questionnaires.         | The findings revealed that more than half the sampled hotels adopted more than 14 Human Resource Management (HRM) practices; that hotel size (by employee level), hotel room prices and age of hotel were significantly related to the number of HRM practices adopted. |
| Journal of Human                                    | (Alleyne et al., 2011)                         | Interdisciplinary - Human Resource                                | 16 hotels in Barbados.  | Hotel industry         | Qualitative Research Data - Interviews              | These findings do show that, within the Barbados hotel industry,  |

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| Resources in Hospitality & Tourism                  |                        | (management)  |  |                                      |  | most of the hotels have been concentrating on quality service to achieve their goals. Barbados has been marketing itself as a high spend, quality tourist destination relying on providing quality service to its clientele.   |
| Journal of Human Resources in Hospitality & Tourism | (Lamanna et al., 2012) | Interdisciplinary - Hotels (Disaster management)                      | A list of 72 evacuation staging hotel sites that transported tourists out of New Orleans after Hurricane Gustav (2008) was obtained from the GNOHLA. | Hotel industry                       | Qualitative Research Data - questionnaires.                    | Results indicated that 88% closed to the general public before the hurricane and were closed for an average of four days. Findings also indicated that many of the challenges faced by hoteliers were connected to human resource factors.   |
| Journal of Sustainable Tourism                      | (Kasim, 2007)          | Environmental (corporate environmentalism)                            | Several hotels over the year 2002, in Penang, Malaysia. (Eleven respondents were interviewed in this phase).   | Hotel industry (certified ISO 14001) | Data - interviews, document analysis and personal observation. | The findings indicate that instilling a sense of responsibility in hotels of a developing country, such as Malaysia, may prove to be a long and difficult process. Without the introduction of more and stronger drivers, and without understanding and addressing the underlying barriers, it may be a daunting task to make hotels more accountable on environmental issues. |
| Journal of Sustainable Tourism                      | (Kasim, 2009)          | Environmental (Managerial attitudes towards environmental management) | Several hotels in Kuala Lumpur, Malaysia.  | SME's hotels                         | Qualitative Research Data - Questionnaire.                     | The findings indicate that respondents generally tend to provide positive response to the Likert scale questions, but refused or were unable to give clear answers to the open-ended questions which were designed to explore further the answers they provided.   |

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| Journal of Sustainable Tourism | (Claver-Cortés et al., 2007) | Environmental (Environmental management)                                 | 153 hotels (107 three-star establishments , 41 four-star and 5 five-star), in Spain (Alicante), in 2005 | 3, 4 and 5 star hotels                         | Clustering method. Data – questionnaires   | The findings show that the degree of proactivity achieved by these hotels does not strongly impact on their organizational performance. Nevertheless, performance levels increase as environmental proactivity grows.  |
| Journal of Sustainable Tourism | (Mensah & Blankson, 2013)    | Environmental (Environmental accounting)                                 | 243 hotels in December 2009 in Accra, Ghana.  | Guesthouses and 1, 2, 3, 4 and 5 stars hotels. | Data - Semi-structure questionnaires. Hierarchical multiple regression analysis. | They conclude that affiliation to foreign multinational chains did not predict better performance.   |
| Journal of Sustainable Tourism | (Davidson & Sahli, 2014)     | Micro-level socio-economic development (Foreign direct investment)       | 21 hotels over the period 2003-2010, in Gambia, Africa.   | Hotel industry                                 | Qualitative Research Data - Semi structured interviews.                          | They found that foreign direct investment (FDI) was concentrated in larger, more upmarket hotels. These hotels tended to employ more staff, pay higher wages, and spend more on training.  |
| Journal of Sustainable Tourism | (Cvelbar & Dwyer, 2012)      | Environmental (Environmental and social reporting)                       | 59 hotels over the year 2010, in Slovenia. 124 were the observations.                                   | Hotel industry.                                | Principal Component Analysis (Orthogonal VARIMAX)                                | The results indicate the Slovenian hospitality industry should focus on improving its economic performance. The good work should be continued with regard to positive relations with customers and environmental actions related with efficient use of resources and indirectly to cost savings. |
| Journal of Sustainable Tourism | (Priego et al., 2011)        | Environmental (Environmental management)                                 | 27 hotels over the year 2008 in Spain.  | Hotel industry (EMAS-registered hotels).       | Factor Analysis and Cluster Analysis.  | Few hotels overall related high environmental standards to the possibilities of gaining market advantage: most wished to avoid legal challenges.   |
| Journal of Sustainable Tourism | (Dief & Font, 2011)          | Accounting information -marketing decisions (Green Marketing Practices). | 264 hotels, June and August 2006 in the Red Sea region in Egypt.  | Three, four and five star hotels.              | Multiple Regression Model.   | The findings thus imply that the individual manager would be more influential in promoting environmental issues if he/she can also provide factual knowledge about the benefits of such issues.  |

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| Journal of Sustainable Tourism        | (Sausmarez, 2007)            | Interdisciplinary - Human Resource (Crisis management)                          | 16 interviews over the year 2001, in Kuala Lumpur, Malaysia.   | Hotel industry               | Qualitative Research Data - face-to-face (Interviews).   | The paper concludes that the new classification allows crisis management to be more cost-effective and may also be a key to indicator development for other aspects of sustainable tourism.   |
| Journal of Sustainable Tourism        | (Mihalič et al., 2012)       | Sustainability - marketing decisions hotel sustainability business model (HSBM) | 124 hotel companies from two sources: the Slovenia Chamber of Commerce and the Slovenian Tourism Organization. From 10 March 2009 to 10 June 2009. | 3, 4 and 5 stars hotels.     | Qualitative Research Data - Questionnaires. (Statistical paired sample t-test and Chi-Square Statistic). | The results showed that financial and marketing indicators are equally important, and not significantly differently monitored. A previous study has shown that the financial performance of Slovenian hotels has improved over the last few years.  |
| Journal of Travel & Tourism Marketing | (Campiranon & Scott, 2014)   | Interdisciplinary - Human Resources (Crisis recovery management)                | 25 hotels, over the year 2008 in Phuket, Thailand.   | 4 and 5 star hotels          | Qualitative research methods and semi structured in-depth interviews. (Data - Interviews)                | The findings of these interviews provide a rich and meaningful understanding of pertinent factors emphasized by managers as important in crisis recovery.   |
| Tourism and Hospitality Research      | (Rousaki & Alcott, 2006)     | Interdisciplinary- Human Research (Crisis management)                           | 93 individuals from hotel organizations in the United Kingdom.   | 2, 3, 4 and 5 star hotels    | Qualitative research. Data – Questionnaires  | The study found strong support for the hypothesis that prior experience with crisis is associated with increasing crisis readiness perceptions and weak support for the hypotheses that increasing size and higher job levels are associated with higher perceived crisis readiness scores. |
| Tourism and Hospitality Research      | (Harrington & Keating, 2006) | Quality management  | 850 hotels in Ireland in 2002.   | 1, 2, 3, 4 and 5 star hotels | Data - Questionnaires. Quality Methodologies.  | The paper concludes that training and development for quality is fragmented and intermittent at best. Irish hoteliers while recognizing the importance of quality have few specific quality   |

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|                                  |                         |                                     |   |                     |  | mechanisms in place.  |
| Tourism and Hospitality Research | (Zeglat & Zigan, 2014)  | Performance (Business performance)  | The data 116 hotels from the Jordanian hotel industry in 2011   | 4 and 5 star hotels | Ordinal least square (OLS) regression analysis technique was applied.                | The findings showed that all dimensions of intellectual capital have a positive and significant impact on the business performance of Jordanian hotels. In particular, structural capital as one of the intellectual capital dimensions had the strongest and largest contribution to business performance. |
| Tourism and Hospitality Research | (Honma & Hu, 2013)      | Efficiency                          | 67 hotels over the period 2004 and 2008 in Japan  | Hotel industry      | Data Envelopment Analysis (DEA) and Stochastic Frontier Approach (SFA) methodologies | The results show that being listed on the stock market has significant, positive effects on Japanese hotel efficiencies while the distance from an international airport has significant, negative effects on Japanese hotel efficiencies.  |
| Tourism and Hospitality Research | (S. Jang et al., 2006)  | Performance (Financial performance) | 39 hotel companies reported in Hotel and Motel Management (2001).   | Hotel industry      | Canonical correlation analysis.  | The findings of this study indicated a weak relationship between the individual website development levels and individual financial performance measures.   |
| Tourism Economics                | (Oliveira et al., 2014) | Efficiency (Hotel efficiency)       | 84 hotels over the period 2008-2010. The sample is composed of 13 companies owning collectively 20 five-star hotels and 15 companies owning collectively 36 four-star | 4 and 5 star hotels | Data Envelopment Analysis (DEA) and Stochastic Frontier Approach (SFA).              | The results suggest that efficiencies are similar when they are calculated by these two models. Companies with five star hotels, hotels with golf courses and owners of only one hotel have higher efficiency levels than their peers.  |

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|                    |                        |  | hotels.  |                     |  |   |
| Tourism Management | (Ashrafi et al., 2013) | Efficiency (Hotel industry)                                  | Several hotels over the period 1995-2010 in Singapore.   | Hotel Industry      | Using non-radial DEA called the Slacks-Based Measure (SBM).                          | From the results obtained, 2008 is the best efficient decision making units (DMU) for the hotel industry in Singapore.  |
| Tourism Management | (Anderson, 2006)       | Interdisciplinary-hotels (Crisis Management)                 | Catastrophes in Australia since 1989.  | Tourism industry    | Qualitative Research Data - Semi-structured interviews.                              | Interview findings indicate that there was little preparation for such events, a widespread reluctance to retrench staff, and limited organizational learning had taken place.  |
| Tourism Management | (Pan, 2005)            | Performance (market structures affect hotels' profitability) | Several hotels over the period 1989- 2000 in Taipei, Taiwan.   | Hotel industry      | Linear regression model (Herfindahl–Hirschman Index.)                                | The results indicate that Market concentration in rooms could significantly improve international tourist hotels' profitability and the locations of the international tourist hotels significantly affect their profitability. |
| Tourism Management | (Chen, 2007)           | Efficiency (Efficiency hotel)                                | Annual report of international tourist hotels published by the Taiwan Tourism Bureau in 2002. 55 international tourist hotels in Taiwan. | 4 and 5 star hotels | Data Envelopment Analysis (DEA) and Stochastic Frontier Approach (SFA) methodologies | The results reveal that the hotels are on average operating at 80% efficiency and the market is competitive in general.   |
| Tourism Management | (Chen & Soo, 2007)     | Cost structure   | 1997–2001. The data used in this study is a balanced panel consisting of 47 international tourist hotels                                 | Hotel industry      | Multi-product translog cost function.  | The results show that both scale and scope economies exist in the Taiwanese international tourist hotel industry.   |



|                       |                                     |   |   |                |   |  |
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|                       |                                     |   | over 5 years,<br>totaling 235<br>observations.  |                |   |  |
| Tourism<br>Management | (Abrate et al.,<br>2011)            | Management<br>Accounting - Quality<br>and Strategy (Quality<br>signals and price<br>setting). | Dataset of 145<br>hotels in<br>Turin, Italy in<br>2007.   | Hotel industry | Ordinary Least<br>Square (OLS)  | The empirical findings reveal that<br>reputation-based quality signals<br>help explain tariff levels. Price<br>proposals also include a premium<br>for quality assured hotels, defining<br>some limits of the current hotel<br>classification system.  |
| Tourism<br>Management | (Molina-<br>Azorín et al.,<br>2015) | Environmental (Quality<br>and environmental<br>management)                                    | 13 hotel<br>managers in<br>Spain. 355<br>managers were<br>the<br>observations.  | Hotel industry | Qualitative and<br>Quantitative<br>Research (OLS).                                    | The results indicate that quality<br>management and environmental<br>management permit the<br>improvement of competitive<br>advantage in terms of both costs<br>and differentiation.   |
| Tourism<br>Management | (Ateljevic,<br>2007)                | Interdisciplinary –<br>human resource<br>(Management<br>practices).                           | 250 small<br>businesses in<br>February 2000<br>in New<br>Zealand. 987<br>small<br>businesses<br>were the<br>observations. | Small hotels.  | Data - self-<br>completion<br>questionnaires with<br>pre-paid.                        | The findings suggest that the<br>development and management of<br>small tourism firms are shaped by<br>a number of different factors<br>related to the business owner<br>manager, nature of the tourism<br>activity, its locality and other<br>aspects of the sector specific<br>business environment. |
| Tourism<br>Management | (Núñez-<br>Serrano et al.,<br>2014) | Management<br>Accounting - Quality<br>and Strategy (Quality<br>of hotels)                     | 11654 hotels,<br>we use the<br>information<br>corresponding<br>to the 2010<br>edition, in<br>Spain.                       | Hotel industry | Multiple<br>Correspondence<br>Analysis (MCA)  | The results show that even though<br>official stars classification might<br>be considered a good indicator of<br>quality, there also is significant<br>overlapping with regard to levels<br>of quality between adjacent official<br>categories.  |
| Tourism<br>Management | (Brida et al.,<br>2010)             | Financial Structure<br>(Indebtedness of the<br>main companies)                                | 181 companies<br>that have<br>reported their<br>financial<br>statements,<br>over the period<br>2000–2003.                 | Hotel industry | Clustering methods:<br>Minimal Spanning<br>Tree and hierarchical<br>tree construction | Here the results suggest that the<br>closest firms are $d(104, 151) =$<br>$d(18, 182) = d(10, 152) = 0$ . This<br>means that these two firms<br>followed exactly the same<br>evolution dynamics. This fact is<br>rarely observed.  |

|                    |                                 |  |   |                              |   |  |
|--------------------|---------------------------------|--|---|------------------------------|---|--|
| Tourism Management | (Nieves & Segarra-Ciprés, 2015) | Innovation - Human Resource (Management innovation)  | 112 questionnaires over the period September 2011 to March 2012, in Spain.                                | Hotel industry               | Multiple lineal regression analyse. Data - self-administered questionnaire. | The results suggest that employees with high levels of knowledge, abilities and skills play a relevant role in the introduction of management innovations.   |
| Tourism Management | (FitzPatrick et al., 2013)      | Hotel Management - Marketing Decisions (Assets).     | 10 publicly listed hotels over the year 2009, in Europe and the United States.                            | Hotel industry (Public)      | Content analysis.   | We conclude that the generic IC disclosures made by these hotels deny the potential capacity for value-creation to be gained from better measuring (and therefore managing) the specifics of brands, guests, and employees.                                  |
| Tourism Management | (Frey & George, 2010)           | Responsible tourism (Responsible tourism management) | 244 tourism businesses in the Cape Town tourism industry.   | Tourism industry             | Multiple regression Model and factor analysis.                              | Findings suggest that despite general positive attitudes towards responsible tourism management (RTM), businesses are not investing time and money into changing management practices.   |
| Tourism Management | (Phillips et al., 2015)         | Performance (Hotel performance).                     | 235 hotels over the period 2008-2010, in Switzerland with 59,688 positive reviews from 69 online sources. | 1, 2, 3, 4 and 5 star hotels | Multiple regression analyses.   | The empirical findings reveal four hidden nodes that have a significant impact on RevPar. Three of them are negative and one is positive. The findings imply that there may be boundaries to reputational benefits for Swiss hotels.                         |
| Tourism Management | (Oliveira et al., 2013a)        | Efficiency (Hotel efficiency)                        | 84 hotels over the period 2005-2007 in Algarve.   | 4 and 5 star hotels          | Data Envelopment Analysis (DEA) methodology                                 | We conclude that star rating is not a significant determinant of efficiency but location and the existence of golf courses may have some relevance. A major finding is that it is those hotels that do not possess golf courses that are the more efficient. |
| Tourism Management | (Briggs et al., 2007)           | Performance (Quality service)                        | 71 hotels over the period October 2004  | Hotel industry               | Qualitative Research Data - Questionnaires.                                 | Empirical findings indicate service is being lost by the focus of the Scottish quality assurance (QA)  |

|                    |   |   |  |                              |   |  |
|--------------------|---|---|--|------------------------------|---|--|
|                    |   |   | to May 2005 in Scotland. (27 large, 18 medium and 26 small hotels). 132 were the observations. |                              |   | scheme on tangibles and there are major inconsistencies in service quality performance across the sector.  |
| Tourism Management | (Espino-Rodríguez & Padrón-Robaina, 2005) | Performance (Organizational performance). | 50 hotels in Canary Islands, Spain.  | 1, 2, 3, 4 and 5 star hotels | Multiple regression analyses. Data – Questionnaires | The results suggest that, apart from traditional factors, there are others, such as activity performance, substitutability and transferability, which may determine the decision to outsource. |

**Source 6:** Self Elaboration

## **ANNEX**

**Table 7** – Portugal legal regime of tourism industry (source: Portugal Tourism website).

|   | N.º | Requisitos   | Pontos   | ★           | ★★          | ★★★         | ★★★★        | ★★★★★       |
|---|-----|--|--|-------------|-------------|-------------|-------------|-------------|
| <b>1. Instalações</b>                                   |     |  |  |             |             |             |             |             |
| <b>Accessos</b>   | 1   | Entrada de serviço distinta da entrada para os clientes  | 10   | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 2   | Acesso privativo às unidades de alojamento   | 10   | Opcional    | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 3   | Elevador quando o edifício tenha mais de 3 pisos, incluindo o rés-do-chão  | 15   | Opcional    | Obrigatório | Obrigatório | NA          | NA          |
|   | 4   | Elevador quando o edifício tenha mais de 2 pisos, incluindo o rés-do-chão  | 15   | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
| <b>Zonas comuns</b>                                     | 5   | Local identificado de recepção (1) destinado ao check in, check out e informações aos hóspedes, que pode estar inserido em qualquer área de uso comum                | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 6   | Área ou áreas de uso comum onde possam ser prestados os serviços de refeições, pequenos-almoços ou bar   | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 7   | Instalações sanitárias   | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 8   | Área de estar equipada (mesas e sofás ou cadeiras)   | 10   | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 9   | Área bruta privativa (2) de estar, equipada, por unidade de alojamento, quando concorra para a área bruta de construção do empreendimento                            | $\geq 1m^2 < 2,5m^2$ - 5pts;<br>$\geq 2,5m^2 < 5m^2$ - 10 pts;<br>$\geq 5m^2$ - 15 pts | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 10  | Climatização das áreas comuns com sistemas de climatização activos ou passivos que garantam o conforto térmico   | 10   | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
|   | 11  | Climatização dos corredores de hóspedes com sistemas de climatização activos ou passivos que garantam o conforto térmico   | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| <b>Zonas de serviço</b>                                 | 12  | Acesso vertical de serviço aos pisos de alojamento independente do acesso dos clientes   | 15   | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 13  | Cozinha, ou copa se apenas forem servidos pequenos-almoços   | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 14  | Zona de armazenagem  | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 15  | Área destinada ao pessoal composta pelo menos por instalações sanitárias e zona de vestuário   | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
| <b>Unidades de alojamento (quartos ou apartamentos)</b> | 16  | Climatização das unidades de alojamento com sistemas de climatização activos ou passivos que garantam o conforto térmico   | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 17  | 50% das unidades de alojamento com sistemas de climatização activos ou passivos que garantam o conforto térmico de intensidade regulável pelo cliente em cada ciclo  | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 18  | 100% das unidades de alojamento com sistemas de climatização activos ou passivos que garantam o conforto térmico de intensidade regulável pelo cliente em cada ciclo | 13   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 19  | 100% das unidades de alojamento com instalações sanitárias privativas constituídas no mínimo por sanita, lavatório e duche ou banheira                               | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 20  | Vanodes ou terraços com área mínima de 4 m <sup>2</sup> em 50% das unidades de alojamento  | 5 pts por cada 4 m <sup>2</sup> /U.A., até ao máximo de 15                             | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 21  | Fechadura electrónica  | 5  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 22  | Porcentagem da área média das unidades de alojamento que excede as áreas mínimas obrigatórias  | $\geq 10\%$ - 10 pts;<br>$\geq 20\%$ - 12 pts;<br>$\geq 30\%$ - 15 pts                 | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |

|  | N.º | Requisitos  | Pontos                              | ★           | ★★          | ★★★         | ★★★★         | ★★★★★                |
|--|-----|---|-------------------------------------|-------------|-------------|-------------|--------------|----------------------|
| <b>1. Instalações</b>  |     |   |                                     |             |             |             |              |                      |
| Áreas (3) dos quartos  | 23  | Área mínima dos quartos individuais   | —                                   | 9 m²        | 10,5 m²     | 12 m²       | 14,5 m²      | 17,5 m²              |
|  | 24  | Área mínima dos quartos duplos  | —                                   | 11,5 m²     | 13,5 m²     | 17 m²       | 19,5 m²      | 22,5 m²              |
|  | 25  | Suítos constituídas por quarto e zona de estar equipada separável com a área mínima de 10 m²  | 5 pts por cada 2 suítos máx. 10 pts | Opcional    | Opcional    | Opcional    | Opcional     | Obrigatório 2 suítos |
| Áreas (3) dos apartamentos   | 26  | Área mínima com um quarto individual  | —                                   | 18,5 m²     | 22 m²       | 25,5 m²     | 30 m²        | 35 m²                |
|  | 27  | Apartamento em estúdio  | —                                   | 15 m²       | 19 m²       | 21 m²       | 24 m²        | 27 m²                |
|  | 28  | Área mínima com um quarto duplo   | —                                   | 19,5 m²     | 23,5 m²     | 28 m²       | 33 m²        | 38 m²                |
|  | 29  | Área mínima de cada quarto suplementar  | —                                   | 9 m²        | 10,5 m²     | 12 m²       | 14,5 m²      | 17,5 m²              |
| Estacionamento   | 30  | Garagem ou parque de estacionamento com capacidade para um número de veículos correspondente a 20% das unidades de alojamento do estabelecimento, situado no hotel ou na sua proximidade                                | 10                                  | Opcional    | Opcional    | Opcional    | Obrigatório  | Obrigatório          |
|  | 31  | Local que permita o estacionamento temporário de viaturas para tomada e largada de utentes e bagagens   | 5                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 32  | Garagem privativa do hotel com acesso directo à recepção  | 15                                  | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 33  | Possibilidade de estacionamento para autocarros   | 5                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
| <b>2. Equipamento/Mobiliário</b>                                     |     |   |                                     |             |             |             |              |                      |
| Equipamento do quarto  | 34  | Equipamento básico: equipamento para ocultação da luz exterior, ruído ou solação equivalente, cadeiras, cadeira ou sofá, mesa de cabeceira ou solação de apoio equivalente, luzes de cabeceira, tomada de electricidade | —                                   | Obrigatório | Obrigatório | NA          | NA           | NA                   |
|  | 35  | Equipamento médio: equipamento básico mais local ou equipamento para colocar bagagens, coto de papéis, espelho de corpo inteiro, cobertor ou edredon adicional  | 5                                   | Opcional    | Opcional    | Obrigatório | NA           | NA                   |
|  | 36  | Equipamento superior: equipamento médio mais interruptor de iluminação geral junto da cama, minibar e zona de estar (4) ou zona de trabalho(5)  | 5                                   | Opcional    | Opcional    | Opcional    | Obrigatório  | Obrigatório          |
|  | 37  | Cofre na unidade de alojamento  | 5                                   | Opcional    | Opcional    | Opcional    | Opcional     | Obrigatório          |
|  | 38  | Zona de estar em 50% das unidades de alojamento (4)   | 10                                  | Opcional    | Opcional    | Opcional    | Opcional (6) | Opcional (6)         |
|  | 39  | Zona de trabalho em 50% das unidades de alojamento (5)  | 10                                  | Opcional    | Opcional    | Opcional    | Opcional (6) | Opcional (6)         |
|  | 40  | Colechões com comprimento não inferior a 2m e largura não inferior a 1,10m para camas individuais e 1,80 para camas de casal  | 5                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 41  | Camã suplementar/berço a pedido   | 3                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 42  | Menu de almofadas   | 2                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 43  | Interruptor geral autónómico  | 1                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
| Equipamento das salas de estar e de refeições (quando existam na UA) | 44  | Mesa de refeições ou adaptável para o efeito, cadeiras e sofá, loiças, vidros e talheres  | —                                   | Obrigatório | Obrigatório | Obrigatório | Obrigatório  | Obrigatório          |
| Equipamento da cozinha ou kitchenette                                | 45  | Frigorífico, micro-ondas e lava-loiça   | —                                   | Obrigatório | Obrigatório | Obrigatório | Obrigatório  | Obrigatório          |
|  | 46  | Utensílios de cozinha   | —                                   | Obrigatório | Obrigatório | Obrigatório | Obrigatório  | Obrigatório          |
|  | 47  | Fogão ou placa e exaustor de fumaça   | 8                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
| Equipamento/Acessório a sanitários                                   | 48  | Equipamento básico: espelho, toalhas (1 de rosto e 1 de banho por pessoa) e suporte para toalhas  | —                                   | Obrigatório | Obrigatório | NA          | NA           | NA                   |
|  | 49  | Equipamento médio: equipamento básico mais iluminação no espelho do lavatório, caixote de lixo, saco de lavandaria e tapete ou toalha de chão   | 5                                   | Opcional    | Opcional    | Obrigatório | Obrigatório  | NA                   |
|  | 50  | Equipamento superior: equipamento médio mais secador de cabelo e roupeiro   | 7                                   | Opcional    | Opcional    | Opcional    | Opcional     | Obrigatório          |
|  | 51  | Pelo menos 50% das instalações sanitárias com banheira e duche separados  | 10                                  | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 52  | Pelo menos 50% das instalações sanitárias com separação física entre área limpa (lavatório e duche ou banheira) e área suja (sanita e lavatório)  | 10                                  | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 53  | Pelo menos 50% das instalações sanitárias com lavatório adicional   | 7                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 54  | Pelo menos 50% das instalações sanitárias com bidé  | 5                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 55  | Espelho de cosmética  | 2                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 56  | Aquecimento de toalhas  | 5                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 57  | Balança   | 1                                   | Opcional    | Opcional    | Opcional    | Opcional     | Opcional             |
|  | 58  | Amenities básico: sabonete ou gel de banho  | —                                   | Obrigatório | Obrigatório | Obrigatório | NA           | NA                   |
|  | 59  | Amenities médio: amenities básico mais shampoo e toalha de banho  | 1                                   | Opcional    | Opcional    | Opcional    | Obrigatório  | NA                   |
|  | 60  | Amenities superior (escova e pasta de dentes, lâmina e gel de barbear, lima de unhas e algodão de limpeza) a pedido   | 2                                   | Opcional    | Opcional    | Opcional    | Opcional     | Obrigatório          |

|   | N.º | Requisitos   | Pontos                       | ★           | ★★          | ★★★         | ★★★★        | ★★★★★       |
|---|-----|--|------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>2. Equipamento/Mobiliário</b>                      |     |  |                              |             |             |             |             |             |
| <b>Sistemas de vídeo e áudio</b>                      | 61  | TV a cores com controlo remoto na unidade de alojamento  | 5                            | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 62  | Sistema de som na casa de banho  | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 63  | Música e filmes a pedido com mais de 20 opções   | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 64  | Acesso a mais de 20 canais de TV   | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| <b>Telecomunicações</b>                               | 65  | Meios de comunicação com o exterior acessíveis aos hóspedes (pelo menos um meio de voz: telefone ou telemóvel e um meio de escrita: fax ou correio eletrónico) | —                            | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 66  | Telefone no quarto com acesso directo à rede exterior  | —                            | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 67  | Acesso à Internet na zona comum (condicionada à disponibilidade do respectivo serviço público)   | 5                            | Opcional    | Opcional    | Obrigatório | NA          | NA          |
|   | 68  | Acesso à Internet em banda larga nas zonas comuns (condicionada à disponibilidade do respectivo serviço público)   | 5                            | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
|   | 69  | Acesso à Internet nas unidades de alojamento (condicionada à disponibilidade do respectivo serviço público)  | 5                            | Opcional    | Opcional    | Opcional    | Obrigatório | NA          |
|   | 70  | Acesso à Internet em banda larga nas unidades de alojamento (condicionada à disponibilidade do respectivo serviço público)                                     | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 71  | Sistema de registo de mensagens de voz   | 2                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| <b>Equipamentos suplementares</b>                     | 72  | Informações sobre o período do pequeno-almoço, a hora do check-out e o período de funcionamento das instalações e equipamentos do hotel                        | —                            | Obrigatório | Obrigatório | Obrigatório | NA          | NA          |
|   | 73  | Manual do serviço de A a Z na unidade de alojamento  | 2                            | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
|   | 74  | Arrebitos escritos: lápis ou caneta, papel e envelopes   | 1                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 75  | Arrebitos conforto: kit de engraxar, calpadeira e kit de costura, a pedido   | 2                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 76  | Zeiteiros diários ou informação impressa diária nas zonas comuns   | 2                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| <b>3. Serviço</b>                                     |     |  |                              |             |             |             |             |             |
| <b>Limpeza e arrumação das unidades de alojamento</b> | 77  | Limpeza e arrumação diária das unidades de alojamento  | —                            | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 78  | Mudança de toalhas pelo menos duas vezes por semana e sempre que muda o cliente  | —                            | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 79  | Mudança diária de toalhas a pedido do cliente  | 5                            | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
|   | 80  | Mudança de roupa de cama pelo menos uma vez por semana e sempre que muda o cliente   | —                            | Obrigatório | Obrigatório | Obrigatório | NA          | NA          |
|   | 81  | Mudança de roupa de cama pelo menos duas vezes por semana e sempre que muda o cliente  | 5                            | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
|   | 82  | Serviço de verificação dos quartos para a noite (abertura da cama, troca de toalhas, limpeza)  | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
| <b>Alimentação e bebidas</b>                          | 83  | Serviço de bar associado ou não a outra área   | 7                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 84  | Bebidas à disposição do cliente (sem serviço de bar)   | —                            | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 85  | Serviço de refeições 7 dias por semana   | 8                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 86  | Equipamento para chá e café nas unidades de alojamento   | 2                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 87  | 8 horas de room service de bebidas e refeições ligeiras  | 4                            | Opcional    | Opcional    | Opcional    | NA          | NA          |
|   | 88  | 16 horas de room service de bebidas e refeições ligeiras   | 8                            | Opcional    | Opcional    | Opcional    | Obrigatório | NA          |
| <b>Pequeno-almoço</b>                                 | 89  | 24 horas de room service de bebidas e refeições ligeiras   | 12                           | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 90  | Serviço de pequeno-almoço  | —                            | Obrigatório | Obrigatório | Obrigatório | NA          | NA          |
|   | 91  | Pequeno-almoço buffet ou à-la-carte  | 3                            | Opcional    | Opcional    | Opcional    | Obrigatório | Obrigatório |
| <b>Recepção/Acolhimento</b>                           | 92  | Pequeno-almoço à-la-carte nas unidades de alojamento   | 4                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 93  | Serviço de atendimento permanente (presencial ou automático)   | —                            | Obrigatório | Obrigatório | Obrigatório | Obrigatório | NA          |
|   | 94  | Serviço de recepção presencial 16 horas  | 2 pts por cada 8 h opcionais | Opcional    | Opcional    | Obrigatório | Obrigatório | NA          |
|   | 95  | Serviço de recepção presencial 24 horas  | 2 pts por cada 8 h opcionais | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 96  | Serviço de recepção bilingue (Português/Inglês)  | 5                            | Opcional    | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 97  | Serviço de recepção multilingue (Português, Inglês, e pelo menos mais uma língua estrangeira)  | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 98  | Porteiro (trintaleiro)   | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 99  | Serviço de Valet Parking   | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 100 | Serviço de informação e reservas   | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 101 | Serviço de aceitação e entrega de mensagens  | 5                            | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 102 | Serviço de transporte de bagagens  | 5                            | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
|   | 103 | Serviço de depósito de bagagens  | 5                            | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |

|   | N.º | Requisitos   | Pontos   | ★           | ★★          | ★★★         | ★★★★        | ★★★★★       |
|---|-----|--|--|-------------|-------------|-------------|-------------|-------------|
| <b>3. Serviço</b>                           |     |  |  |             |             |             |             |             |
| Lavandaria e engomadoria                    | 104 | Serviço de lavandaria e engomadoria  | 5  | Opcional    | Opcional    | Opcional    | Obrigatório | NA          |
|   | 105 | Serviço de lavandaria e engomadoria (entrega antes das 9 e pronto no mesmo dia - excepto no fim de semana)   | 5  | Opcional    | Opcional    | Opcional    | Opcional    | Obrigatório |
| Outros                                      | 106 | Videovigilância em zonas públicas e de circulação  | 6  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 107 | Acatagão de cartões de crédito e débito  | —  | Obrigatório | NA          | NA          | NA          | NA          |
|   | 108 | Acatagão de cartões de crédito e débito  | 2  | Opcional    | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 109 | Serviço de depósito de valores na recepção   | —  | Obrigatório | Obrigatório | Obrigatório | Obrigatório | Obrigatório |
|   | 110 | Serviço despertar  | 2  | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 111 | Serviço de correio e telefex   | 2  | Opcional    | Opcional    | Obrigatório | Obrigatório | Obrigatório |
|   | 112 | Venda de revistas e jornais diários  | 2  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 113 | Serviço de cozinha   | 4  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 114 | Serviço de engomar sapatos   | 4  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 115 | Serviço de transporte privado do estabelecimento   | 5  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 116 | Serviço de babysitter a pedido   | 4  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| <b>4. Lazer</b>                             |     |  |  |             |             |             |             |             |
| Equipamentos e instalações                  | 117 | Área bruta privativa de equipamentos complementares (health club, spa, squash, etc.) por UTA, quando concorra para a área bruta de construção do empreendimento                      | $\geq 1m^2 < 2,5m^2$ - 5pts;<br>$\geq 2,5m^2 < 5m^2$ - 10 pts;<br>$\geq 5m^2$ - 15 pts | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 118 | Área bruta privativa de equipamentos complementares (equipamentos desportivos, parque infantil, etc.) por UTA, quando não concorra para a área bruta de construção do empreendimento | $\geq 1m^2 < 2,5m^2$ - 5pts;<br>$\geq 2,5m^2 < 5m^2$ - 10 pts;<br>$\geq 5m^2$ - 15 pts | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 119 | Área bruta privativa para reuniões por UTA, quando concorra para a área bruta de construção do empreendimento  | 5 pts por cada m²/UTA, até ao máximo de 15 pts   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 120 | Business center (com computador, acesso à internet, impressora, etc.)  | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 121 | Ginkgo (com pelo menos 4 equipamentos diferentes)  | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 122 | Spa (com pelo menos 4 equipamentos)  | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 123 | Squash   | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 124 | Cabeleireiro   | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 125 | Equipamentos exteriores (campo de ténis, campo de vólei, paddle, minigolf, driving net, petanca, etc.)   | 5 pts por cada m²/UTA, até ao máximo de 15 pts   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 126 | Piscina exterior   | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 127 | Piscina interior   | 12   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 128 | Piscina aquecida   | 15   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 129 | Golf   | 15   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 130 | Certificação da qualidade dos serviços por norma nacional ou europeia, quando não obrigatória por lei  | 30   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 131 | Clube para crianças do próprio hotel (crianças até aos 3 anos), pelo menos 6 horas por dia   | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| Outros                                      | 132 | Clube para crianças do próprio hotel (crianças com mais de 3 anos), pelo menos 6 horas por dia   | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 133 | Sítio informativo do empreendimento, possibilitando a realização de reservas e transacções online  | 5  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 134 | Soluções inovadoras na oferta de espaços, equipamentos e serviços  | 5  | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   |     |  |  |             |             |             |             |             |
| <b>5. Qualidade ambiental e urbanística</b> |     |  |  |             |             |             |             |             |
|   | 135 | Aproveitamento/valorização de edificações pré-existentes, com interesse individual ou de conjunto  | 15   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 136 | Coefficiente de localização a aplicar ao empreendimento $\geq 1,5 \leq 2,5$ , nos termos do artigo 42º do Código do Imposto Municipal sobre Imóveis                                  | 10   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 137 | Coefficiente de localização a aplicar ao empreendimento $\geq 2,5$ , nos termos do artigo 42º do Código do Imposto Municipal sobre Imóveis   | 15   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 138 | Área de espaços verdes de utilização comum   | 5 pts por cada 20 m²/UTA, até ao máximo de 15 pts                                      | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
|   | 139 | Certificação ambiental por norma nacional ou europeia, quando não obrigatória por lei  | 30   | Opcional    | Opcional    | Opcional    | Opcional    | Opcional    |
| <b>Total pontos opcionais por categoria</b> |     |  |  | <b>108</b>  | <b>138</b>  | <b>188</b>  | <b>210</b>  | <b>218</b>  |